

## **Report to Council**

# **Revenue Budget 2021/22 and Medium Term Financial Strategy 2021/22 to 2023/24**

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## **Reason for Decision**

To provide Council with the forecast budget reduction requirement and the Administration's budget proposals for 2021/22 together with forecast budget reduction requirement estimates for the period 2022/23 to 2023/24 having regard to the Provisional Local Government Finance Settlement published on 17 December 2020 and associated announcements and the subsequent Final Local Government Settlement approved on 10 February 2021 and the February 2021: COVID-19 Funding for Local Government in 2021 to 2022 Policy Paper.

## **Executive Summary**

This report sets out proposals for the Council's Revenue Budget for 2021/22 and Medium Term Financial Strategy for 2021/22 to 2023/24. The report advises Members of the key financial challenges and issues which will be faced by the Council over the forecast period and sets out the Administration's revenue budget proposals for 2021/22 together with updated budget reduction requirement estimates for the period 2022/23 to 2023/24.

The report presents the purpose and scope of the Medium Term Financial Strategy and how it has a vital role to play in enabling the translation of the Council's ambition and priorities into action.

It also advises of the national policy landscape and economic context in which the Council is setting its revenue budget for 2021/22 and Medium Term Financial Strategy to 2023/24.

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Section 4 highlights the local strategies and policies relevant to the Medium Term Financial Strategy including the Oldham Plan and Corporate Plan, Financial Policies and Strategies as well as other major strategies which have an influence on the allocation of Council resources.

Developments in Local Government Finance are included at Section 5 incorporating the Financial Management Code, the review of Relative Needs and Resources, Business Rates Reform and Revaluation together with a commentary on the Council's financial resilience.

The report also highlights policy announcements and implications arising from the:

- Government's 2020 Spending Round published on 25 November 2020;
- Provisional Local Government Finance Settlement (LGFS) published on 17 December 2020 together with the complementary COVID Funding for Local Government in 2021/22 Consultative Policy Paper;
- Final Local Government Finance Settlement approved on 10 February 2021; and
- February 2021: COVID-19 Funding for Local Government in 2021 to 2022 Policy Paper.

Key items of funding confirmed in the 2021/22 LGFS were:

- Continuation of the expected Improved Better Care Fund Grant at a value of £10.859m;
- An increase to the Social Care Support Grant of £1.993m taking the total allocated to £8.947m. The £1.993m has been used to support the budget by offsetting assumed pressures in the children's and adults social care budgets;
- A new 2021/22 allocation for Lower Tier Services Support Grant (£0.407m). This new grant has been used to support the 2021/22 budget;
- The switching of unringfenced homelessness grant funding of £0.358m to a new ringfenced grant, the Homelessness Prevention Grant of £0.532m; and
- A small increase to the Business Rates Top Up grant of £0.207m, however this is offset by a reduction of Grants in Lieu of Business Rates of £1.294m (as informed by completion of business rates information for Central Government).

Key items confirmed in the COVID-19 Funding for Local Government in 2021 to 22 Policy Paper were:

- A Local Tax Income Guarantee grant for 2020/21. A sum of £1.000m is anticipated and will be incorporated into the accounts for 2020/21. This will then be taken forward as a reserve to support the budget for 2021/22;
- The notification of a new Local Council Tax Support Grant at a sum of £3.183m. This has been used in full to support the 2021/22 budget;
- The allocation of unringfenced COVID grant of £7.737m. This has been used to finance COVID related pressures that had been anticipated of £3.741m. The balance offsets anticipated further pressures; and
- The continuation of Sales, Fees and Charges grant compensation for the first quarter of 2021/22. The availability of this potential funding stream is part of the budget strategy to address COVID.

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The LGFS confirmed referendum limits for a general purpose Council Tax increase and the Government will permit rises of up to 2% per annum for 2021/22 without the need to hold a referendum.

The Government also confirmed the continued ability to charge an Adult Social Care Precept allowing a combined increase of up to 3% in Council Tax across 2021/22 and 2022/23 (ringfenced for use for Adult Social Care).

The Council Tax referendum limits for 2021/22 applicable to the Council therefore allow an overall increase of 4.99% without requiring a referendum.

Members will recall that the Council Tax policy approved within the 2020/21 budget was that for 2021/22, the Council would revert to its previous position. The Council would therefore increase Council Tax by 2% for the Adult Social Care Precept (ASCP) and 1.99% for general purposes; an overall increase of 3.99%. The referendum limits for 2021/22 as advised above would permit this approach. However, mindful of the financial position of the Authority but also the impact of a further increase in Council Tax on the citizens of Oldham, a revision to Council Tax policy is therefore proposed. Whilst the 2% increase in relation to the ASCP will continue, Council Tax for general purposes will increase by 0.99% rather than 1.99%. In overall terms the Oldham Council Tax will increase by 2.99%. The Council proposes to use the flexibility allowed to defer a further 1% in the ASCP to 2022/23. This is of course subject to confirmation at Budget Council on 4 March 2021.

The Government proposed not to set Council Tax referendum principles for Mayoral Combined Authorities in 2021/22 but has set referendum principles for Police and Crime Commissioners (including the GM Mayor) capped at a value of £15. The Mayoral General precept (including Fire Services) has been kept at 2020/21 levels – with a Band D Council Tax Charge of £90.95. The Mayoral Police and Crime Commissioner Precept has increased by £10, giving a Band D Council Tax change of £218.30.

The report also advises of the proposal to leave the Council Tax Reduction Scheme for 2021/22 unchanged from 2020/21. However, during 2020/21, working age Council Tax reduction recipients have benefitted from support of £150 from a Government Hardship fund. This scheme is not continuing in 2021/22 and it is recommended that the Council reviews its financial position during 2021/22 to determine if it is able to provide any additional hardship relief.

The starting point for preparing the 2021/22 revenue budget estimates is the Month 8 2020/21 revenue budget forecast outturn position and summarised in Section 8. It highlights a current adverse projected variance for 2020/21 of £8.330m (including COVID pressures). A reduction in this overspend position is anticipated as a result of further funding being provided by Central Government and contributions from partners alongside management actions. However, it is important to note that if there is any remaining overspending at the end of 2020/21 then it will need to be funded by the use of reserves.

Section 9 of the report details key budget adjustments and expenditure pressures underpinning the forecasts that provide the backdrop for the Council's Medium Term Financial Strategy including the mid-year adjustment to estimates from a budget reduction requirement of £23.251m to £29.940m (rounded to £30.000m). The major elements of this adjustment were addressing budget reduction proposals for 2020/21 (some approved in the budget for 2019/20) that cannot be achieved (£2.089m), reduced treasury management

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income of £6.600m and an assumption that Flexible Use of Capital receipts at a value of £2.000m would support the budget.

Since the mid-year budget review, there have been further changes to the estimates. Key expenditure adjustments following the mid-year review include:

- £0.441m for additional treasury management and education services pressures.
- £7.737m for pressures arising from COVID fully financed by Government grant.
- A net reduction of pressures of £2.159m due to:
  - a revision of estimates for the cost of financing capital expenditure (Investment Fund) at a reduction of £1.650m.
  - reducing the estimate for pay inflation (£1.017m).
  - releasing unallocated Development Fund resources of £0.825m but in effect using it to finance pressures relating to a contract with a third party supplier (£0.500m) and costs no longer chargeable to the Dedicated Schools Grant (£0.265m).
  - the release of £0.050m of resources that were previously allocated to support additional Coroners Service pressures identified through the 2020/21 Revenue Monitoring Process.
  - the inclusion of expenditure linked to a new duty placed upon the Council (subject to Parliamentary approval) in relation to domestic abuse safe accommodation provision (£0.578m)
  - provisional funding linked to housing benefit administration costs (£0.040m)
- £0.166m reduction in spending relating to a revision to assumed passported Adult Social Care precept and Parish Precepts.
- A net reduction in levies of £0.393m.

In relation to income, the report highlights:

- A reduction in Central Government Business Rates Top Up Grant and Grants in Lieu of Business Rates at a combined value of £1.087m.
- £13.820m of increased Unringfenced Grant Funding, primarily £7.737m of COVID Grant, £3.183m Local Council Tax Support Grant and an increase of £1.993m for the Social Care Support Grant.
- A reduction in Locally Generated Retained Business Rates income of £0.364m.
- A reduction in the Council Tax Tax base (due to the impact of the increase in claimants of Council Tax Reduction resulting in a total reduction in Council Tax income of £2.597m from that expected of which £0.175m relates to ASCP that cannot be passported to the service.

Section 9 also advises of a Collection Fund deficit that must be charged to the General Fund of £25.809m. Of this sum £0.353m relates to an adjusted 2020/21 balance using flexibilities allowed by Central Government. The balance is a technical adjustment required to the budget as a result of the Collection Fund deficit caused by the Government introducing Business Rate reliefs for retail, leisure, hospitality and nursery businesses after the 2020/21 budget had been set. The estimated sum (the final figures will only be confirmed at the end of the financial year) is £25.456m. Government is paying the Council grant compensation for this loss of Business Rates income through 2020/21 and this will be carried forward as a reserve. This will then offset the Collection Fund deficit but has a significant impact on the overall use of reserves.

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Based on the latest estimates, the budget reduction requirement for 2021/22 has decreased from the previously reported figure of £29.940m to £27.623m, increasing to £53.079m after the technical adjustment.

Section 10 of the report details the Administration's budget reduction proposals. There are a total of 43 proposals expected to deliver savings of £8.920m in 2021/22 (of which one is a use of reserves), leaving recurrent budget reductions of £8.793m.

In 2021/22, if approved in full, these recurrent proposals further reduce the budget reduction requirement to £44.286m for 2021/22.

Sections 11 and 12 explain the approach to balancing the 2021/22 budget. Importantly, the budget strategy of using £29.000m of reserves to support the budget over a two year period (2021/22 and 2022/23) is outlined together with the use of the opportunities provided by the ability to use Capital Receipts to support spending on transformational projects up to a value of £2.000m in 2021/22.

A number of specific and corporate reserves will be used to address the balance as follows:

- £25.456m of Section 31 grant received in 2020/21 held to support the Collection Fund Deficit in 2021/22 as a result of Business Rates relief for retail, leisure, nursery and hospitality businesses (a technical adjustment);
- £0.127m as a result of budget reduction proposal REF-BR1-432;
- £1.000m of 2020/21 Earmarked Reserves created as a result of the Local Tax Income Guarantee grant; and
- £15.703m of other reserves brought forward from 2019/20.

There is also a reserve held at a value of £12.297m to support the 2022/23 budget if required.

Approval of the proposals set out in this report in full by Budget Council would deliver a balanced revenue budget for 2021/22.

Other key sections in the report:

- summarise the approach to managing the financial challenges of COVID in 2021/22
- summarise the forecast reserves and balances position supporting the Council's financial resilience;
- set out the Administration's proposals in relation to Fees and Charges; and
- detail the Council's Pay Policy Statement (as required by sections 38 to 43 of the Localism Act 2011).

The final section of the report sets out the Council's MTFs covering the period 2021/22 to 2023/24, a shorter timeframe than is usual practice given the uncertainties created by COVID and the lack of clear direction Government funding intentions for future years.

It is important to note that as the Government has only provided grant funding notifications for 2021/22, the MTFs estimates for 2022/23 to 2023/24 are based on a series of assumptions and therefore must be considered indicative at this stage. This has generated significant uncertainty and hinders effective planning by the Council both financially and operationally as future Government funding intentions are difficult to assess. This position, together with the transformational and organisational plans for change that the Council will implement to address the financial challenge are outlined in Section 17 of the report.

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After having addressed the £27.623m (adjusted for the technical Business Rates issue), the budget reduction requirement for subsequent years is forecast to be £31.900 m for 2022/23 and £21.849m for 2023/24.

The MTFs highlights the plan to deliver significant savings from 2022/23 onwards. Whilst it is anticipated that the Council will continue to rely on the use of reserves to support the revenue budget in 2022/23 at a value of £12.297m, additional budget reductions are expected to be achieved as part of the Council's transformation programme. Indeed, the 2021/22 budget reductions have implications for future financial years, with savings of £6.050m (2022/23) and £4.756m (2023/24) already assumed.

After having allowed for the use of reserves and already assumed budget reductions, the targets to be addressed are £13.553m for 2022/23 and £17.093m for 2023/24.

The Council's approach to balancing its budget is the transformation programme which will deliver savings over four programme areas:

- Place Based Working/Communities
- Children's Services
- Health and Care
- Economy

In addition, there are a range of Cross Cutting initiatives that have been identified that will complement the transformational programmes and support the achievement of the significant financial challenge.

Indicative targets have been assigned although there has to be some flexibility given the uncertainty that underpins financial planning for the future years.

Given the importance of delivering budget reductions and embedding the programme of transformational change, during 2021/22, there will be a regular review of the progress of existing change programmes against the delivery milestones and financial targets. It will also ensure that there is continuous emphasis on the delivery of change and the achievement of the budget reductions required in line with the three year strategy.

The Revenue Budget 2021/22 and Medium Term Financial Strategy 2021/22 to 2023/24 was presented to the Overview and Scrutiny Performance and Value for Money (PVFM) Select Committee for consultation and scrutiny on 28 January 2021. The Select Committee scrutinised the budget report and the other reports on the agenda that form a core part of the Council's strategic financial planning framework. The Select Committee was content to commend the report to Cabinet without additional comment.

A further meeting of the Select Committee took place on 9 February 2021 to consider the budget amendments put forward by the main Opposition Party. No recommendations were supported and therefore none were presented for Cabinet to consider. However, acknowledging a previous request for work to be undertaken on reward and recognition packages for staff (including car allowances), this has been included within the transformation programme for 2021/22.

Cabinet considered the Revenue Budget 2021/22 and Medium Term Financial Strategy 2021/22 to 2023/24 at its meeting on 23 February 2021 and was content to commend the report to Cabinet.

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## Recommendations

That Council approves:

- 1 The policy landscape and economic context in which the Council is setting its revenue budget for 2021/22 and Medium Term Financial Strategy to 2023/24;
- 2 The impact of Oldham Council Policies and Strategies on the Council's budget setting process and the development of its Medium Term Financial Strategy;
- 3 The financial forecasts for 2021/22 to 2023/24 having regard to the Final Local Government Finance Settlement and the February 2021: COVID-19 Funding for Local Government in 2021 to 2022 Policy Paper and associated funding announcements;
- 4 The key issues to be addressed in continuing to respond to the financial challenges facing the Council;
- 5 The proposal that the Council reviews its financial position during 2021/22 to determine if it is able to provide additional Council Tax hardship relief;
- 6 The reaffirmation of the Council's commitment to the modified Housing Benefits scheme, a discretionary local scheme which allows the Council to disregard the value of any War Disablement Pension or War Widows Pension over and above statutory disregard limits;
- 7 The release of two voluntary redundancy applicants previously affected by the £95k Exit Payment Cap whose exit costs exceed the £100k threshold for Council approval now the Government has revoked the provisions of the legislation as detailed at paragraph 10.6.
- 8 The recurrent 2021/22 Budget Reduction Proposals at a value of £8.793m;
- 9 Flexible Use of Capital Receipts at a value of £2.000m;
- 10 The proposed use of £42.286m of reserves to balance the 2021/22 budget including £0.127m for a one off budget reduction;
- 11 The proposed use of £12.297m of reserves to support the 2022/23 budget;
- 12 The approach to managing the budget during the COVID pandemic and the continuation of budget management measures introduced in 2020/21 as outlined in Paragraphs 12.6 to 12.11;
- 13 The proposed fees and charges schedule included at Appendix 7;
- 14 The draft pay policy statement included at Appendix 12;
- 15 A proposed 2021/22 Council Tax increase of 0.99% for Oldham Council general purposes.
- 16 A proposed 2.00% increase for the Adult Social Care Precept for 2021/22 and a further 1.00% increase for 2022/23.
- 17 The specific 2021/22 charges set out at paragraph 15.3 and Table 29 of the report and in detail at Appendix 8;
- 18 The proposal to draw on the Collection Fund for major preceptors of £116.241m for Borough Wide services and £98.552m for Council services;
- 19 The proposed net revenue expenditure budget for 2021/22 for the Council set at £254.179m; and
- 20 Revised estimated budget reduction targets of £31.900m for 2022/23 and £21.849m for 2023/24 before any use of reserves and indicative budget proposals.

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**Revenue Budget 2021/22 and Medium Term Financial Strategy 2021/22 to 2023/24****1 Background**

- 1.1 Each year, the Council identifies what it needs to spend on Council services for the following year as part of the budget setting process. This process also involves the identification of provisional spending plans for future financial years. This ensures the Council's future spending plans are balanced against the funding forecasts for Government Grants, Council Tax and Business Rates revenues. These plans form part of the Council's Medium Term Financial Strategy (MTFS). This report advises Members of the latest financial position having regard to the current policy landscape and economic context. The MTFS also takes account of the Provisional and Final Local Government Finance Settlements (LGFS) published on 17 December 2020 and 10 February 2021 respectively, associated funding announcements including February 2021: COVID-19 Funding for Local Government in 2021 to 2022 Policy Paper and the Administration's proposals for balancing the 2021/22 budget, including Council Tax intentions.
- 1.2 The MTFS is designed to build on the work and achievements of previous years and to help meet the challenges of the future. It is one of the key strategic plans of the Council. This report sets out the Council's proposed revenue spending plans and Council Tax intentions for 2021/22 together with the two years to 2023/24 and the key factors which will influence the financial forecasts. This is a shorter timeframe than is usual practice, due to the uncertainties created by COVID.
- 1.3 At the same time as considering the financial challenges facing the Council, it is important to consider the Council's commitment to the co-operative way of working. Based on a set of values and the principle of enabling and motivating everyone to "do their bit", this influences the policy direction of the Council and its response to the financial challenges.
- 1.4 As an organisation, a co-operative approach provides the opportunity to find positive and sustainable solutions to the on-going financial challenges being faced. Oldham has a values driven approach which underpins the way it does business. The Council believes in the importance of fairness and responsibility. In practice, that means maximising the positive social, economic and environmental impact that can be achieved through everything the Council does as set out in the Council's values. From procurement practices to the pay policy, the Council is using its influence as a commissioner, service provider, facilitator and employer to deliver added social value.

The Oldham Plan

- 1.5 Since becoming a Co-operative Council in 2011, the Council has made fundamental changes in how it works with residents, businesses and partners. The Oldham Plan 2017-2022 is a collective action statement explaining how the Council and partners can all best serve Oldham by helping its people, districts and businesses to thrive.
- 1.6 The Oldham Plan includes a delivery model that is based around three fundamental shifts which work together to deliver the ambitions of the Oldham Plan. These are:

**Inclusive Economy** – Ensuring a fairer economic system where people have the chance to succeed.

**Thriving Communities** – Oldham is a place where social action and social and community infrastructure means something.

**Co-operative Services** – Developing integrated public services that work in an asset-based way to meet the needs of people and communities.

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- 1.7 Together these objectives and ambitions reflect the on-going commitment to ensuring the Council and its partners work with the residents of Oldham to bring about positive change and provide strong leadership for a co-operative borough.

#### The Corporate Plan

- 1.8 Oldham's current Corporate Plan expired in December 2020. Work to refresh Oldham's Corporate Plan was due to be completed by summer 2020, however, the impact of the COVID pandemic meant that this was no longer viable. Instead, the Council is in the process of developing a COVID Recovery Strategy which will act as an interim Corporate Plan until at least 2022.

#### COVID Recovery Strategy

- 1.9 As a Co-operative Council, Oldham is committed to tackling the impact of COVID, protecting the boroughs most vulnerable residents and communities. The steps being taken to tackle the pandemic and the subsequent recovery planning, aim to support people, especially those groups who are often most affected.
- 1.10 Building on the learning so far and the anticipated events to come, a comprehensive Recovery Strategy is being developed, which will help shape the Council's approach and vision for Oldham over the next eighteen months. This is being undertaken whilst the Council continues to respond to the COVID pandemic whilst focusing each day on saving the lives of Oldham's residents.
- 1.11 The objectives and approach to the Councils' Recovery Strategy are rooted in the Oldham Model, ensuring as the Council adapts to a changing world that it builds Thriving Communities, an Inclusive Economy and works Co-operatively with partners and stakeholders. The key objectives are to:
- Continue to lead and support measures that manage demand for NHS services, particularly focusing on ensuring that those who are seriously unwell, through COVID or other conditions, get the very best care;
  - Prioritise delivery of health, care services and other public services, including voluntary sector provision, to those who are the most vulnerable or in need;
  - Implement measures, prior to and during a phased release of any local / national lockdown and beyond that prevent the spread of COVID within health and care settings, places of work and in the community;
  - Maintain delivery of all essential public services, providing modern, accountable services, shaped around the needs of Oldham's communities;
  - Encourage the residents of Oldham to adopt health seeking behaviours, accessing health and care services when they need them and taking steps in their own lives to promote physical and mental well-being;
  - Continue creating good jobs for residents, while supporting local businesses to restart and recover from the effects of the pandemic;
  - Identify and mitigate the equality impacts caused by the pandemic, informing recovery planning through lived experience;
  - Maintain and build community resilience and promote social cohesion; and
  - Maintain the trust and confidence of the community in the effectiveness of a multi-agency response and to provide as much reassurance as possible.

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## Transformation Programme

- 1.12 Council services continue to evolve through innovation, collaboration with strategic partners and re-design. To accelerate this process, the Council and key partners have embarked on an ambitious Transformation Programme which has:
- identified, scoped and agreed the change initiatives required to ensure the Council and its partners can deliver the strategic ambitions they have for the borough and its residents as set out in a refreshed Corporate Plan;
  - begun to drive the implementation of those changes to a successful conclusion; and
  - laid the foundations for the delivery of a substantial contribution to savings targets and medium-term financial plans.
- 1.13 This Programme, which will be accelerated over the rest of 2020/21 and into 2021/22, will help ensure that all such services, whether delivered in-house or with partners, strive for excellence and provide value for public money, getting the maximum impact for Oldham and its people for every pound spent. In responding to the financial challenge, the Transformation Programme will assist the Council and its partners in adapting to local demands, national, regional and local political priorities as well as technological developments.
- 1.14 The Transformation Programme will support the delivery of outcomes that will be included in the forthcoming COVID Recovery Plan and is a key feature of the MTFs beyond 2020/21.

## 2020 Highlights and Achievements

- 1.15 In taking forward the Corporate Plan and via the implementation of the financial strategy, during 2020 the Council has delivered a full range of services. Of course, since mid-February 2020, COVID has dominated activity and the Council's response has been exemplary. However, key highlights and achievements for 2020 for both COVID related and business as usual are as follows:
- Saddleworth and Lees was entered into the Greater Manchester Mayor's Age Friendly Challenge, an award scheme designed to help find the people, projects and places that are in place to support older residents. Notification was received in February 2020 that the entry was successful and Saddleworth and Lees was named as an Age-Friendly Neighbourhood. It joins Alexandra, Crompton and Failsworth West wards which were all previously awarded Age Friendly status;
  - In March 2020, one of the first pilot projects was launched at Northern Roots. The Trainee Beekeeping programme is an opportunity for local people and community groups in Oldham to learn about beekeeping and explore it as a business opportunity;
  - In April 2020, the Council set up a hub at Oldham Civic Centre to co-ordinate and distribute Personal Protective Equipment (PPE), with many staff being redeployed there to help. The hub supplies essential PPE to front-line workers across the borough;
  - In April 2020, £30,000 was raised for Oldham's COVID Emergency Response Fund. The fund was used to provide telephone advice to self-isolating residents, as well as supporting community groups and food banks in the area;
  - In May 2020, older people in Oldham were supported during the Coronavirus pandemic by an innovative partnership project. The Promoting Independent People (PIP Service), led by Age UK, saw nearly 3 times the number of older people and their families asking for help and support compared to pre-COVID times. Over 2,000 people have been helped by PIP, providing a range of services including help with daily life (medications, shopping, equipment) as well as tackling social isolation by being a friend;

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- During the pandemic, Oldham's STICH teams (Supporting Treatment in Care Homes) are bringing together community nurses, allied health professionals and social workers to work directly with care homes that have residents and staff showing possible COVID symptoms. During each STICH visit, the clinical team carry out face to face assessments of each individual patient and remain on site, often for hours at a time, to work with care home staff to identify, manage and problem solve any health-related issues. The aim is to assist with recognising potential COVID patients at an early stage, to help with initial treatment and to avoid unnecessary hospital admissions by liaising with local primary care services;
  - In September 2019 the Council was selected as one of four Local Authorities, alongside Swansea, Norfolk and Tower Hamlets to participate in a national co-ordinating crisis support pilot project with The Children's Society and other partners including the Local Government Association; BBC Children in Need; Trussell Trust; Church of England and the Lloyds Bank Foundation. The project focuses on the use of Council's Local Welfare Assistance Scheme and how this can be better aligned and co-ordinated with resources available in the Voluntary, Community, Faith and Social Enterprise (VCFSE) sector. This 2.5 year programme is enabling the VCFSE sector to draw down up to £0.100m of funding over the lifetime of the project, to enable their participation, build capacity and gap fill provision. Some of this funding has been used to support the additional demands for crisis support arising from COVID;
  - In December 2020, the Thriving Communities Programme won a major international award for their work in local communities. After facing off against 158 other nominees from around the continent, the Oldham Social Prescribing Innovation Partnership won in the Community category at the 2020 European Innovation in Politics Awards. This fantastic win comes from the work the Thriving Communities Programme has been doing to build a partnership between public services, healthcare, and the voluntary sector;
  - In December 2020, Oldham's dementia team was shortlisted for a major award as it continues to go above and beyond during the pandemic. The five members of Oldham Dementia Services have been recognised for making themselves available to the people they support 24/7; and
  - During Christmas 2020, thousands of Oldham families received financial help for food and other emergency provisions this Christmas with part of the £0.975m Winter Funding grant from Central Government being utilised to provided much needed support to ensure over 9,000 families on low incomes with children received £30 vouchers per child for food over the two-week Christmas break. These vouchers provided support for over 17,000 children and young people across the borough including those eligible for means tested Free School Meals and families on low incomes with pre-school children from 0-5 (using Free School Meal eligibility criteria). The balance of the grant has been used to provide similar support in the February 2021 half term break.

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## 2 Medium Term Financial Strategy (MTFS)

2.1 The purpose of the MTFS is:

”**“To identify how the Council wishes to structure and manage available resources over the medium term (five years) and to ensure that resource allocation is aligned with and supports Council priorities and objectives contained within the Corporate Plan.”**

2.2 The MTFS is an assessment of the Council’s current financial position and a determination of the financial position the Council wishes to be in over the medium term. This report has been prepared over a three-year timeframe 2021/22 to 2023/24. Whilst this is a shorter financial planning period than previous years, it was considered that forecasting beyond 2023/24 would be extremely challenging due to the uncertainty caused by COVID, the one-year Settlement information provided by Government and the lack of clarity about future Government funding intentions. Indeed, even the three-year timeframe requires some estimation and assumption, so given the significant uncertainty around future funding streams as outlined later in the report, it concentrates in detail on the financial position for 2021/22. Unlike previous years, the MTFS timeframe will not align with the Capital Programme and the Housing Revenue Account (HRA) budget as they retain the five year forecasting period.

2.3 This MTFS enables the Council to plan how it can secure the delivery of essential public services, but also ensures it is in a sustainable position to do so over the medium term and beyond.

2.4 The MTFS considers:

- Relevant political and economic influences on Oldham Council;
- Local factors which influence policy within the Council including the Administration’s priorities set out in the Oldham Plan;
- The impact of Government policy and associated announcements; and
- Key Council policy initiatives including the Council’s Transformation Programme and forthcoming Corporate Plan.

2.5 There has never been more uncertainty when presenting a Medium Term Financial Strategy. The impact of COVID is still very unclear in terms of the financial consequences for the Council, the Government’s contribution to supporting the Council and the rest of the Local Government sector together with the wider impact on the economy of the country. Whilst the LGFS has provided some clarity on the resources available for 2021/22, the single year Settlement means that projections for future years remain based on a series of assumptions.

2.6 In addition to the COVID related issues, the Council must also plan for demographic changes, demand pressures, particularly with regard to Social Care and inflationary increases. The need for continued transformation in service delivery is therefore essential. Councils such as Oldham with high relative needs and a small tax base (relative to expenditure) will continue to be heavily reliant on Central Government for a significant proportion of their funding. However, the quantum of that funding remains to be determined.

2.7 In addition to the determination of the overall level of resources available for the whole Local Government Sector, significant changes are currently planned which will impact on future funding streams. Whilst the Spending Review announced that all of these initiative are being deferred; they will have an impact to varying degrees in future years. The initiatives are:

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- A review of Local Authorities' Relative Needs and Resources (formerly the Fair Funding Review) which is expected to realign the allocation of resources between Local Authorities;
  - The full or partial resetting of the Business Rates system resulting in existing Business Rates gains and losses being redistributed across all Local Authorities;
  - The move to a 75% Business Rates Retention system nationally (currently 50%) which is expected to result in the end of the Greater Manchester 100% Business Rates retention pilot scheme; and
  - Business Rates revaluation affecting the amount of Business Rates paid by the occupiers of commercial premises.
- 2.8 During 2020, the Government initiated a fundamental review of Business Rates and called for evidence. This review was due to report in the Spring 2021. On 19 February 2021, it was announced that the final report will not be published until the Autumn due to the ongoing and wide-ranging impacts of the pandemic and economic uncertainty. It is intended that the final report will be released when there is more clarity on the long-term state of the economy and the public finances. A summary of consultation responses will be published on 23 March 2021.
- 2.9 The impact of these potentially significant changes are not incorporated into any future year's estimates.
- 2.10 This report is complemented by others elsewhere on the agenda which form a core part of the Council's strategic financial framework and MTFs. The MTFs has a vital role to play in enabling the translation of the Council's ambition and priorities into action. In addition to this report there is:
- Strategic Housing Revenue Account (HRA) estimates detailing financial forecasts for the medium term as well as setting the 2021/22 HRA budget, rent levels and service charges;
  - The Capital Strategy and Capital Programme which presents the Council's Capital investment ambitions and priorities for the medium term to 2025/26;
  - The Treasury Management Strategy Statement for the year ahead, including a Minimum Revenue Provision Policy Statement, Annual Investment Strategy as well as a suite of prudential indicators;
  - The Council Tax Reduction Scheme for 2021/22 which proposes no change compared to the 2020/21 scheme; and
  - The Statement of the Chief Finance Officer on Reserves, Robustness of Estimates and Affordability and Prudence of Capital Investments.
- 2.11 It is important to recognise cross cutting implications, where decisions relating to one element of the strategy have implications elsewhere. For example, capital investment decisions may carry revenue budget implications in terms of operating, maintenance or debt servicing costs. Similarly, capital investment financed by borrowing carries implications for Treasury Management as well as implications for the revenue budget.
- 2.12 This report revises the MTFs estimates for the period 2021/22 to 2023/24 based on local and national information including the Provisional LGFS published on 17 December 2020 and the Final LGFS approved on 10 February 2021. The budget reduction requirement has consequently been revised to £27.623m (excluding a technical adjustment in relation to the collection fund deficit) as explained at Section 9 later in the report.
- 2.13 This report then sets out the Administration's proposals for the statutory balancing of the 2021/22 revenue budget as per the detail set out from Section 10 onwards together with revised budget reduction requirement estimates for the period 2022/23 to 2023/24.
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### **3 Economic Context and Policy Landscape surrounding the MTFS and budget setting for 2021/22**

3.1 A major influence when considering the MTFS is the economic context and policy landscape both nationally and locally. This section presents key factors which have framed the MTFS and the preparation of the 2021/22 budget.

#### Economic Background

3.2 In line with previous years, the Government originally planned to deliver a Budget Statement in the Autumn of 2020, but this was deferred due to the Coronavirus pandemic. The Chancellor has announced that the next budget will now take place on 3 March 2021 and will be published alongside the latest forecasts from the Office for Budget Responsibility (OBR).

3.3 These OBR forecasts have previously formed the framework upon which to base an analysis of the current economic climate and the impact this may have on Local Government. Instead of providing the detailed OBR forecasts, the Chancellor, as part of the 2020 Spending Review published on 25 November 2020, provided general updates on the Economic and Fiscal contexts that formed the basis of the review.

3.4 Due to the pandemic, the Office for National Statistics (ONS) estimated that output fell 25% between February 2020 and April 2020 as the economy entered the largest recession on record. As the numbers self-isolating or falling ill with COVID subsequently fell, the initial recovery was sharp after quarter 1 saw growth at -3.0% followed by +18.8% in quarter 2 and then an upswing of +16.0% in quarter 3; This still left the economy 8.6% smaller than in quarter 4 of 2019.

3.5 The one month national lockdown that started on 5 November 2020, caused a further contraction of 5.7% month on month in November, this was much better than had been feared and showed that the economy is adapting to new ways of working. This left the economy 'only' 8.6% below the pre-crisis level. However, a strong recovery in the second half of 2021 is likely to mean that the economy recovers to its pre-pandemic level during Q1 2022.

3.6 The Bank of England's Monetary Policy Committee (MPC) kept Bank Rate and Quantitative Easing (QE) unchanged on 4 February 2021. However, it revised its economic forecasts to take account of a third national lockdown which started on 5 January 2021.

3.7 Although its short-term forecasts were cut for 2021, the medium-term forecasts were more optimistic than those projected at its meeting in November 2020, based on an assumption that the current lockdown will be gradually eased after Q1 as vaccines are gradually rolled out and life can then start to go back to some sort of normality.

3.8 Reflecting the current high levels of uncertainty, the OBR has set out a range of scenarios for the outlook for the public finances. In the central forecast, borrowing peaks at £393.5 billion or 19.0% of GDP in 2020/21, the highest peacetime level on record, before falling across the rest of the forecast period to 3.9% in the final year (2025/26). Reflecting different assumptions on the path of the virus and its impact on the economy, in the final year, borrowing forecasts range from 1.7% of GDP in the upside COVID scenario, to 6.1% of GDP in the downside scenario.

3.9 Unemployment has risen based on data up to September 2020 and the unemployment rate rose from 3.8% at Quarter 3 2019 to 4.8% at Quarter 3 2020. However, further data suggests that additional rises in unemployment are to come. OBR data showed that

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redundancies rose to 314,000 in the three months to September 2020 – the highest level on record.

3.10 Clearly, much has happened since the publication of the 2020 Spending Review with further increases in coronavirus cases and associated restrictions introduced. The Chancellors Budget on 3 March 2021 should set out a clearer economic outlook.

3.11 A more detailed national and international economic commentary is provided within the Treasury Management Strategy report (elsewhere on the agenda).

#### Provisional and Final LGFS

3.12 The Provisional LGFS was issued on 17 December 2020. It provided detail in relation to many of the issues that had been highlighted in the Spending Review, although there were some new grants and changes that had not been expected. On the 10 February 2021 Government published the formal statement and supporting information on the Final LGFS for 2021 to 2022 which confirmed the funding approaches set out in the Provisional LGFS. A key document accompanying the Final LGFS was the February 2021: COVID-19 Funding for Local Government in 2021 to 2022 Policy Paper. Full details of the Settlement and the Policy Paper implications for Oldham are included in Section 6 of the report.

#### Major National Policy and Service Developments

##### *Brexit*

3.13 The issue of the UK's departure from the European Union (EU) has dominated the political agenda since the referendum of June 2016. The UK left the EU on 31 January 2020 with a trade deal signed on 29 December 2020. The implications for Local Authorities of this trade deal or the new relationship with the EU are not yet known.

3.14 Whilst the financial markets have reacted to the trade deal as positive news, there are reports by some businesses of challenges associated with new border rules and associated administrative processes. The Council is monitoring the situation to determine whether there is any consequential impact on Local Authority activities.

3.15 In the Local Authority context, EU Exit will eventually mean it will no longer be possible to access EU funding such as European Regional Development Fund (ERDF) grant. This is to be replaced with the Government's £1.5bn Shared Prosperity Fund although details regarding how this fund is to be allocated have still to be announced. EU Exit could also mean future changes to regulations on issues previously led by the EU, for example, regulations associated with VAT and Procurement. However, no firm proposals related to these policy areas have been published. Nonetheless, the Council will monitor the situation to determine whether there are any further longer term implications for Local Authorities associated with EU Exit and the trade deal.

##### *Living Wage*

3.16 The Government's National Living Wage for workers aged 25 and over is currently £8.72 per hour. The rate effective from 6 April 2021 is to rise by 2.2% to £8.91 per hour. The Council, Miocare and the Unity Partnership Ltd. however, pay their employees the higher Foundation Living Wage as championed by the Living Wage Foundation (£9.50 per hour from November 2020). This means the Government's increase in the National Living Wage has had no direct impact on employee costs.

3.17 In November 2019, Oldham Council successfully achieved Living Wage accreditation from the Living Wage Foundation (LWF). Accreditation recognises and celebrates the leadership

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shown by Living Wage employers across the UK for paying their staff the Foundation Living Wage (FLW).

- 3.18 Oldham is also home to ten other FLW Employers, including First Choice Homes Oldham and Action Together, one of the Council's voluntary sector partners. The Council is keen to increase this number, so will be working with employers across the borough, encouraging them to pay the FLW to their staff.

#### *Opportunity Area (OA) Programme*

- 3.19 Oldham is one of twelve Opportunity Areas in England that are receiving specific Government funding to boost life chances of disadvantaged young people in the community. The OA programme is a key part of the Government's work to address barriers to social mobility in some of the most challenged areas of the country. To date, Oldham has received £8.839m in funding with an additional £1.580m awarded in 2020/21 for Year 4 of the programme which provides funding up to August 2021.

#### *Developments within Local Government Finance*

- 3.20 There have been several developments specifically within the Local Government finance arena which are covered separately in Section 5 of this report.

#### Devolution

- 3.21 Greater Manchester remains at the forefront of the city-region devolution agenda. Since its ground-breaking devolution deal of November 2014, a further six devolution deals have been agreed. These have given the regions additional powers and budgetary control across a range of services and policy areas including health and social care integration, transport, strategic planning, housing, work and skills and the justice system.
- 3.22 The ambition of the region is included in the Greater Manchester Strategy which sets out a collective ambition to make Greater Manchester one of the best places in the world to 'grow up, get on and grow old'. The Government has recently indicated it wishes to boost investment in the North and the Midlands and is reported to be considering changes to how the economic benefits of public spending are evaluated. Clearly, this development together with the proposed white paper on English devolution will shape the future devolution agenda.
- 3.23 Set out in the following paragraphs are the key issues that are shaping the devolution agenda that will affect the operational and financial environment of the Council as well as its approach to addressing financial challenges.

#### *Greater Manchester Spatial Framework (GMSF)*

- 3.24 The GMSF was Greater Manchester's plan for homes, jobs, and the environment: aiming to provide the right homes, in the right places, for people across the city region. With a decision taken by Stockport Council to withdraw from the GMSF, the plan is currently under review and will be amended to form a plan of the nine-remaining districts. A new governance structure and revised timetable for developing and adopting this new plan is being prepared and will be reviewed and approved later in 2021. Clearly, the plan will have a significant influence on the progression of Oldham's Local Plan, and therefore all consultations have been postponed to Summer 2021 while the reviews are undertaken. The housing need and employment land has also recently been amended by Government, however these figures, regardless of whether this is through a combined plan or through a Local Plan will help determine future local revenue streams (Council Tax and Business Rates), capital investment and demand for services from local residents.

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### *Local Industrial Strategy*

- 3.25 In June 2019, the GMCA published a Local Industrial Strategy (LIS) for the city region. This represents the GMCA's response to the GM Independent Prosperity Review which sought to create a framework for decision-makers tasked with making the city region more prosperous.
- 3.26 The LIS aims to achieve the aspirations of the Government's National Industrial Strategy as well as contributing to Greater Manchester's own prosperity. The strategy sets out how the region will respond to economic and technological changes, as well as other global forces such as an ageing society and the need to transition to clean growth, while raising productivity and earnings. The LIS seeks to:
- Build on strengths in the life sciences sector, advanced materials, and digital, creative and media;
  - Make the most of economic opportunities arising from the ambition to become carbon neutral by 2038, 12 years ahead of the national target;
  - Invest in skills and infrastructure (particularly transport infrastructure) to ensure that all businesses and residents can contribute to and benefit from growth.
- 3.27 This strategy will have a significant long-term influence on Oldham and the future development of its economy.

### *Adult Education Funding*

- 3.28 For the 2020/21 academic year, adult education funding was devolved to the GMCA when it became responsible for the delivery of quality adult education within the city-region. The devolved funding allocation for the city region is around £92m. This finances a number of core grant maintained providers (including the Oldham Lifelong Learning Service and The Oldham College), as well as a programme of contracted provision.

### *Transport Strategy*

- 3.29 The Greater Manchester Transport Strategy 2040 sets out the long term vision for Greater Manchester to have 'World class connections that support long-term, sustainable economic growth and access to opportunity for all'. Key elements of the strategy include:
- The Right-Mix ambition for at least 50% of all journeys to be made by active travel and public transport by 2040;
  - The GM Mayor's Our Network plan to create an integrated, modern and reliable London-style transport system - this envisages bus, tram, train, cycling and walking all working together to combat congestion, deliver clean air, and address inequality, with seamless, contactless connections with simple fares and ticketing, routes which are fully accessible, and giving passengers the information they need;
  - Delivering the biggest cycling and walking network in the country, the 1,800 mile Bee Network;
  - Investing in transport infrastructure to regenerate Greater Manchester's town centres by creating more attractive places to live, with local retail and leisure, supported by transport and digital connections;
  - A Greater Manchester-wide approach to managing, maintaining and improving the Key Route Network of major roads which play the biggest role in supporting the city-region economy;
  - The expansion and upgrade of Greater Manchester's Electric Vehicle Charging Infrastructure network;

- The contemporary devolution agenda, including a possible bus franchising scheme that would bring bus services under Greater Manchester's control and would allow buses to work better with the rest of the public transport system;
- The delivery of bus priority measures, Bus Rapid Transit schemes and the introduction of Quality Bus Transit corridors;
- Enhanced passenger facilities and access to stops on the Metrolink Network, new Metrolink stops to support development and exploring the potential benefits of tram-train where services like Metrolink could share lines with trains;
- The GM Rail Prospectus, which calls for committed infrastructure improvement projects to be delivered, such as the Trans Pennine Route Upgrade, and ensuring HS2 and Northern Powerhouse Rail (NPR) are taken forward to help deliver economic growth, improve productivity and increase prosperity in the North; and
- Ongoing work to develop GM2040 sub-strategies including: Streets for All, Local Bus Strategy, Rapid Transit Strategy and Freight Strategy.

3.30 Over the next 5 years the focus will be on tackling climate change, improving air quality, supporting recovery from the COVID pandemic, tackling social exclusion and helping to deliver expected housing and employment growth. The focus will therefore be on investing in walking, cycling and public transport networks; better integrating the region's existing transport system; and developing major sustainable transport schemes for delivery in the medium and long term. This will deliver the Our Network plan to create an integrated, modern and reliable London-style transport system.

*Greater Manchester (GM) 100% Business Rates Retention Pilot Scheme*

3.31 It was initially expected that the reform of Business Rates Retention (including the adoption of a national 75% rates retention scheme) would be implemented from 2021/22 (after having been delayed from April 2020). However, confirmation was received as part of the 2020 Spending Round on 25 November 2020, that the Greater Manchester 100% Business Rates Retention pilot scheme will continue for a further year in 2021/22. Although continuation of the pilot scheme is revenue neutral for 2021/22 and only confirmed for one year, for consistency and comparability the presentation of the budget estimates later in this report reflect the continuation of the 100% pilot scheme arrangement into future years.

*GM, Cheshire East & Cheshire West and Chester Councils Business Rates Pool 2021/22*

3.32 Members will recall that Oldham has participated in Business Rates pooling since 2015/16. The aim of pooling is to retain the benefits of any Business Rates growth within Greater Manchester for the benefit of the region. For 2021/22, members of the pool for Business Rates provisionally included all ten GM districts and Cheshire East and Cheshire West & Chester Councils.

3.33 On 14 December 2020, Cabinet delegated the final decision on the Council's membership of the proposed Greater Manchester, Cheshire East and Cheshire West & Chester Business Rates Pool for 2021/22 to the Deputy Leader and Cabinet Member for Finance and Green in consultation with the Director of Finance. A final decision had to be made within 28 days of the receipt of the Provisional LGFS which did not accord with formal reporting cycles, hence the need for the delegation. Given the uncertainty around Business Rates income due to the pandemic, the Oldham decision was not to continue the pooling arrangement and a consensus was agreed amongst the 12 Authorities that the risks of continuing the pool in 2021/22 were too high. Business Rates pooling gains could not be guaranteed and there was a potentially significant risk that an Authority might require safety net (financial) support from the other members of the pool. The pool has therefore been dissolved.

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### *GM Model of Unified Public Services*

- 3.34 A reform White Paper was agreed by partners across Greater Manchester in July 2019 which sets out a vision for a radically new approach to public services in the region, building on ten years of public service reform pilots and place-based working. The White Paper:
- Aims to create public services fit for the 21st century; focused on people, prevention and place;
  - Sets out six principles which will underpin this new model: Geographical Alignment; Leadership and Accountability; One Workforce; Shared Financial resource; Programmes Policy and Delivery; and Tackling Barriers and Delivering on Devolution; and;
  - States this is about more flexible, integrated and prevention-focused public services aligned around neighbourhoods rather than organisational or professional silos.

As will be seen later in the report, the Council's transformation programme is based around the principles presented in the reform White Paper.

### *Other GM Strategies/Initiatives*

- 3.35 The GMCA has developed a number of other strategies and initiatives which are focused on developing growth and prosperity by taking an inclusive approach which all communities can contribute to and benefit from:
- Good employment Charter – This is designed to encourage and support employers to become more productive and offer higher pay and secure work. Membership of the Charter will require employers to offer, for example secure and flexible work, a real living wage, workplace engagement and excellent recruitment and management practices;
  - Working Well – This began in March 2014 and provides intensive personalised support to benefit claimants to improve work readiness and help people find stable employment;
  - Co-operative Commission – Convened in February 2019, this seeks to create the right conditions for co-operative enterprises to thrive and support the co-operative business model;
  - Social Enterprise Strategy – Work is underway to develop a clear strategy for supporting social enterprises across the city-region;
  - Bus Reform – At the beginning of 2020, Greater Manchester Combined Authority (GMCA) consulted residents on a proposed franchising scheme. This aimed to bring buses under local control as part of an integrated transport network. In June 2020, GMCA received the results of the consultation but decided, before a final decision could be made, that the impact of COVID on the bus market and the proposed franchising scheme should be considered. GMCA launched an additional consultation in autumn 2020 asking for views on its proposals in light of the findings of the COVID impact report, which looked at potential future travel demand in Greater Manchester and what it could mean for GMCA's proposals to change how buses are run. The outcome of both consultations will then be considered as part of the final decision by the Mayor of Greater Manchester on whether to implement the proposed franchising scheme. The decision is anticipated to take place in spring 2021.

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## 4 Oldham Council Policies and Strategies

4.1 Another key influence on the MTFS is the Council's own policies and strategies which are set out in the following section.

### Co-operative Council in a Co-operative Borough

4.2 Oldham Council became a Co-operative Council in 2011. The Council is committed to developing a Co-operative future; one where citizens, partners and staff work together to improve the borough. The Council encourages all members of the community to play an active part in building a co-operative borough. This means everyone doing their bit.

4.3 To help realise this ambition, the Council has developed co-operative values and behaviours. All staff, citizens and partners are encouraged to adopt these values.

## Co-operative Values and Behaviours



4.4 Oldham's values driven approach underpins the way the Council does business. In practice, this means maximising the positive social, economic and environmental impact that can be achieved. From maximising social value achieved through procurement practices, to paying all staff the Foundation Living Wage, the Council is using its influence as a commissioner, service provider, facilitator and employer to embed co-operative values across Oldham. However, the Council is not doing this alone. Oldham has a strong Strategic Partnership structure and plan that has driven the reform, integration and shared economic agenda both in Oldham and within Greater Manchester.

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## The Oldham Plan

- 4.5 The Oldham Plan 2017-2022 is a collective action statement explaining how the Council and partners can all best serve Oldham by helping its people, districts and businesses to thrive.
- 4.6 This involves recognising shared challenges and agreeing mutual ambitions and all partners working together to identify what each can contribute to obtaining better results. In this way it means that everyone does their bit and everyone benefits.
- 4.7 The Oldham delivery model is based around three fundamental shifts which work together to deliver the ambitions of the Oldham Plan. These are:

**Inclusive Economy** –Ensuring a fairer economic system where people have the chance to succeed.

**Thriving Communities** –Oldham is a place where social action and social and community infrastructure means something.

**Co-operative Services** – Developing integrated public services that work in an asset-based way to meet the needs to people and communities.



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4.8 Set out below are examples to illustrate how the Oldham Model is delivering some significant positive outcomes in the borough.

**Inclusive Economy: The Council wants Oldham to be a place where everyone has a fair and real chance to improve their own lives.**

- Oldham is currently home to around 6,580 businesses spanning a range of key sectors including health, advanced manufacturing, construction, retail and financial and professional services.
- Oldham has improving educational attainment. More than 43 per cent of the population have a degree, diploma, A/AS level qualification or an apprenticeship.
- The borough offers a wide variety of school types from small rural settings to large urban schools. It has high-quality buildings with many new or recently-built facilities following a £137 million investment, with more to come.
- The Metrolink network supports transport connectivity within the borough. It has increased the appeal of Oldham to skilled and higher-earning commuters and has linked residents in many areas historically poorly-served by public transport with employment, retail and leisure destinations throughout the conurbation.
- The Get Oldham Working Initiative has helped create more than 11,500 work-related opportunities - including over 10,000 jobs, apprenticeships and traineeships and more than 1,500 work experience placements, of which over 10,000 opportunities have been filled by Oldham Citizens.

**Thriving Communities: The Council wants local people and communities to be healthy, happy and able to make positive choices as well as offering and accessing support when needed.**

- Oldham has a population of more than 237,000. The total population within a 30-minute drive time is 2.8 million.
- Around a quarter of the borough is within the Peak District National Park.
- Oldham's 32 parks include Alexandra Park, a 78-acre green space with Grade II status from English Heritage and – alongside Dunwood Park in Shaw – holds a prestigious Green Flag Award for international-standard facilities and conservation.
- For shopping, Spindles Town Square offers a range of High Street retailers and the Tommyfield Market (which is one of several across the borough) consists of an indoor and part-time outdoor market and adjacent units which have more than 98 businesses.

**Co-operative Services: The Council aims to have the best public services in Greater Manchester that work together to improve ways of living for our residents.**

- Oldham Council has a strong voice in Greater Manchester for Inclusive Growth and is developing key employment sites for new jobs and investment.
- The Council's aim is to ensure children are school ready, work ready and life ready and to raise attainment for all, and raising it fastest for disadvantaged pupils. Building an integrated health and care system with partners to support healthy choices and challenge inequalities – backed up by outstanding leisure centres and sporting opportunities for all.
- The Council is supporting new high-quality and aspirational housing to broaden choice alongside affordable homes.
- The Council is committed to protecting the environment through schemes that are empowering communities to improve where they live and encouraging investment in clean power and jobs as the Council delivers new facilities across the borough.

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## The Corporate Plan

- 4.9 Oldham's current Corporate Plan expired in December 2020. Work to refresh Oldham's Corporate Plan was due to be completed by summer 2020, however, the impact of the COVID pandemic meant that this was no longer viable. Instead, the Council is developing its COVID Recovery Strategy which will act as an interim Corporate Plan until at least 2022.
- 4.10 To develop the new COVID Recovery Strategy, all Directorates and service areas are being engaged to identify key priorities for the organisation in moving towards a post COVID environment, as well as how those priorities align to the wider Oldham model. The new COVID Recovery Strategy will be launched in March 2021.

## Constitution and Rules of Procedure

- 4.11 Oldham Council has an agreed Constitution which sets out how the Council operates, how decisions are made and the procedures that ensure these decisions are efficient, transparent and accountable to local people. Most of the procedures are required by law. Detailed procedures and codes of practice are provided in separate rules and protocols which accompany the Constitution and Articles contained therein. The following rules of procedure are particularly relevant in the context of determining the Council's Medium-Term Financial Strategy.

### *Budget and Policy Framework Procedure Rules*

- 4.12 This sets out the process for the adoption and implementation of the Council's Budget and Policy Framework. It specifies the budget estimates that must be prepared as part of that framework, the process for developing the framework and the associated decision-making process. The Revenue Budget and MTFFS report, if approved by Council, forms a key element of the Council's Budget and Policy Framework.

### *Financial Procedure Rules*

- 4.13 These rules (which are aligned to the Budget and Policy Framework Procedure Rules) set out detailed procedures regarding financial administration covering, for example, the preparation and management of budgets, financial systems, internal audit, insurance, banking arrangements, payments, income and taxation. These rules were last refreshed at the 8 January 2020 Council meeting and underpin the Council's statutory duty to make arrangements for the proper administration of its financial affairs.

## Financial Policies and Strategies

### *Capital Strategy*

- 4.14 The Capital Strategy (elsewhere on the agenda) is prepared in accordance with the latest Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential and Treasury Management Codes of Practice. The strategy provides a framework within which the Council's capital investment plans will be delivered. These plans are driven by the Council's Corporate Plan and the 'Creating a Better Place' initiative. The Capital Strategy has been prepared to take account of the ambition for the borough including major regeneration developments within the Town Centre and borough-wide, to ensure that new school buildings and extensions are delivered as well as ensuring that the highways network and the corporate estate are adequately maintained.
- 4.15 The proposed Capital Strategy and Programme for 2021/22 to 2025/26 also takes the essential elements of previous years' strategies and programmes and moves them forward in the context of the financial and political environment for the forthcoming financial year.

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Capital spending is a key determinant of future revenue commitments, so the capital programme and revenue budget are interlinked and have been developed simultaneously.

#### *Treasury Management Strategy*

- 4.16 As with the Capital Strategy, the Treasury Management Strategy (elsewhere on the agenda) is prepared in accordance with the latest CIPFA Prudential and Treasury Management Codes of Practice. The strategy sets out the Council's approach to managing investments, cash flows, money market and capital market transactions. The strategy provides a framework for the effective control of risks associated with these activities; and the pursuit of optimum performance consistent with those risks.
- 4.17 The Treasury Management Strategy for 2021/22 reflects the Council's capital expenditure plans as set out in the Capital Strategy. Also highlighted is the position in relation to prudential indicators arising from the Council's capital expenditure plans. As well as borrowing and investment strategies, the Treasury Management Strategy also covers the current treasury position, economic outlook and interest rate forecasts, risk and creditworthiness policy. Finally, the strategy also includes the Council's policy on borrowing in advance of need and the Minimum Revenue Provision (MRP) Policy Statement.
- 4.18 In accordance with the latest Prudential and Treasury Management codes, the Capital and Treasury Management Strategies clarify the Council's approach to both treasury and non-treasury investments.

#### *Income Strategy 2020/21 to 2024/25*

- 4.19 On 16 December 2019 Cabinet approved an updated Income Strategy for the Council. The strategy details the approach that the Council will take with regard to income generation and covers all material sources of revenue that finance day to day service provision including:
- Government Grants;
  - Council Tax;
  - Business Rates; and
  - Fees, Charges and Other Contributions.
- 4.20 The strategy also considers:
- Investment Opportunities;
  - Opportunities relating to traded services and other chargeable activities; and
  - The process for setting charges and collection efficiency.
- 4.21 The approval of this policy formalised the approach to income activities and has been a key element in framing the budget setting process for 2021/22.

#### *Commercial Property Investment Strategy*

- 4.22 On 16 December 2019, Cabinet approved a refreshed Commercial Property Investment Strategy and Fund. The strategy set out a framework to secure long-term investments and to generate a sustainable income stream for the Council by way of rental income from new property assets and from its existing non-operational property portfolio held specifically for income generation purposes. However, in March 2020, the Government launched a consultation into the future lending terms of the Public Works Loans Board (PWLB) in order to limit the use of PWLB resources for commercial investment. The result of the consultation accompanied the Spending Review. As a consequence (as advised in the Capital Strategy

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report) the capital investment plans of the Council have been amended to remove schemes where the primary objective was commercial investment solely for income generation purposes.

#### *Housing Revenue Account*

- 4.23 A report (elsewhere on the agenda) sets out the Housing Revenue Account Estimates for 2021/22 to 2025/26 and Proposed Outturn for 2020/21. The report also sets out the recommended dwelling and non-dwelling rents and service charge increases to be applied from April 2021. The report is a key element of the Council's overall medium-term financial strategy.

#### *Local Taxation and Benefits Discretionary Policies*

- 4.24 Annually, the Council reviews and updates policies covering discretionary Council Tax discounts, discretionary Business Rate relief, Local Welfare Provision and Discretionary Housing Payments. These policies provide support to local businesses and some of the poorest and most vulnerable residents within the borough. These policies operate within a legislative framework determined by various Local Government Acts of Parliament. The financial impact of these policies is fully reflected in the budget estimates presented within this report.

#### *Reserves Policy*

- 4.25 The Council takes a strategic approach to the creation and maintenance of reserves via its Reserves Policy. The policy is updated annually and presented to Audit Committee for consideration alongside the statement of accounts for the previous year. The report to Audit Committee also serves to improve transparency and is especially relevant given heightened interest by the National Audit Office, CIPFA and the wider media in Local Authority Financial Resilience. The subject of financial resilience is covered in more detail in Section 5 of this report and an updated forecast of the Council reserves position is presented at Section 13. The budget setting process for 2021/22 has required a significant revision to the prioritisation of reserves.

#### *Counter Fraud and Corruption*

- 4.26 The Council has a series of refreshed policies and procedures to support the provision of an appropriate counter fraud service to minimise fraud risks and to investigate potential fraud and corruption. The Accounts and Audit Regulations 2015 state that the Council must have measures in place "to enable the prevention and detection of inaccuracies and fraud." In this context, fraud also refers to cases of bribery and corruption. The budget estimates included within this report rely on effective processes for mitigating the risk of financial loss from fraud, bribery and corruption.

#### *Risk Management Strategy and Framework*

- 4.27 The Council maintains a risk management strategy and framework to manage and mitigate the impact of corporate and service risks associated with Local Authority activity and service provision. The latest risk management strategy and framework was approved by Cabinet on 16 December 2019. As is the case for counter fraud and corruption policies, the budget estimates included within this report rely on effective processes for mitigating the risk of financial loss arising from adverse events.
- 4.28 All budget proposal documentation contains a section on key risks and mitigations.

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## Major Policies and Strategies

- 4.29 The following strategies are identified as having a major influence on the allocation of resources and the development of the Council's Medium-Term Financial Strategy for 2021/22 to 2023/24.

### *Community Health and Adult Social Care / NHS Reform*

- 4.30 Throughout 2020/21 the Community Health and Adult Social Care Directorate has worked to deal with COVID in the community and care homes. This has driven ever closer working arrangements with the NHS and an acceleration of integrated working. In November 2020 the Government released new guidance in respect of the next steps of integrating care. This will work on the basis of Place, provider collaboratives, Integrated Care Systems (ICS) and national and regional bodies. It will also mean that Clinical Commissioning Groups (CCG's) will no longer exist after April 2022.
- 4.31 The Council's relationship with the Oldham CCG will therefore change as the system evolves and the localities come together under a Greater Manchester Integrated Care System which will have a focus on population health. At a locality level an Oldham Integrated Health and Care System is being established, building on progress already made to deliver efficiencies, more effective services and to contribute to budget savings through collaboration, networks and alliances. On 11 February 2021 the Secretary of State for Health and Social Care presented to Parliament, Integration and Innovation: Working Together to Improve Health and Social Care for all, setting out legislative proposals for a Health and Care bill likely to be enacted in 2022. The implications of this White Paper will also influence the future direction of working arrangements between the Council and NHS partners.
- 4.32 Oldham Council and Oldham CCG continue working together under a 'Section 75' agreement to pool funds. Initially instigated to jointly manage the Better Care Fund, it has expanded in recent years to include the commissioning of packages of adult care and elements of Public Health. The aim is that it will move towards incorporating most of the Community Health and Adult Social Care, Children's Social Care, Public Health and CCG Primary and Secondary Care commissioning budgets.
- 4.33 There are clearly significant implications for the financial planning and financial management arrangements of the Council as the budgets of the Council and the NHS are more closely aligned. Traditional budget preparation and monitoring arrangements will be replaced with revised processes. Detailed work is required to ensure that any financial risk to the Council is minimised and that new working arrangements continue to demonstrate value for money. This will be progressed over the forthcoming months.
- 4.34 At a national level, clarity on the future of social care and its funding has again been postponed so the Council will continue to progress on a short-term basis whilst awaiting a more permanent solution.

### *Creating a Better Place*

- 4.35 This strategy sets out a comprehensive vision and strategic framework for the borough, which includes the Oldham Town Centre Vision, the Housing Strategy, and utilisation of the Council's corporate estate (land and property) to support development and open space requirements across the borough. The original strategy was approved by Cabinet across two reports in December 2019 and January 2020. However, the Council subsequently revised its plans firstly due to responding to the pandemic and secondly as the national policy landscape changed when HM Treasury set out proposals for revising PWLB lending terms to discourage commercial investment solely for income generation purposes.

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4.36 The programme was reviewed to ensure that priorities were correct and that the projects supported economic recovery (post-covid). Cabinet approved a revised vision for Creating a Better Place on 24 August 2020. The revised strategy still includes creating 2,400 (previously 2,000) new homes, 1,000 new jobs and 100+ new apprenticeships. Key themes within the Creating a Better Place Strategy include:

- Schools provision – A range of new build and school expansion schemes to ensure there are sufficient school places for the borough’s children.
- New Homes – Developing the ambitions set out in the Housing Strategy.
- Town Centre Regeneration – Further development in the town centre following the recent acquisition of the Spindles and Town Square Shopping Centres, releasing other town centre sites for repurposing including the provision of housing and additional green space.
- Borough-Wide Regeneration – Investment in a range of housing and employment schemes across the borough.

4.37 The Creating a Better Place programme incorporates £287.857m of schemes with £37.391m included within the 2020/21 Capital Programme and a further £250.466m over the period 2021/22 to 2025/26. The revised programme is forecast to achieve cumulative revenue savings of £8.2m per annum from 2023/24 as reflected in budget reduction proposals included in this report.

#### *Housing Strategy*

4.38 The Housing Strategy was introduced in 2019. It was developed in line with the Oldham Plan, the GM Spatial Framework and the GM Housing Strategy. It recognises the function that housing plays in supporting health and social care integration and wider public sector reform. A key objective of the development of the new housing strategy has been to reset the housing delivery framework that can start to tackle the challenges identified in the evidence based Local Housing Needs Assessment and help meet the housing priorities identified over the short, medium and long term. It is a strategic document to help promote future service models and seeks to place housing and place sharing at the heart of the Oldham Partnerships collective vision for the borough.

4.39 Together with the launch of the new Housing Strategy a Strategic Housing Partnership was also developed whereby the Council works collectively with key stakeholders to achieve the goals identified within the Housing Strategy Delivery plan.

4.40 The Housing Strategy:

- Enables the Council to determine priorities in each district or local housing market area as defined by the Local Housing Needs Assessment evidence base;
- Informs bids for both public and private funding to support the development of new homes in Oldham;
- Supports the Council and its partners to make more informed People and Place making decisions about the targeting and future integrated commissioning priorities and underpins external funding bids to support investment in existing housing services and stock in Oldham;
- Enables the Council to focus and develop new policies and ways of working that better fit the operating environment; and
- Informs the Council to progress its energy conservation work, and to satisfy the Council’s obligations under the Home Energy Conservation Act.

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- 4.41 The delivery of the Housing Strategy objectives has undoubtedly been disrupted by the COVID pandemic. However, in line with the refreshed Creating a Better Place Strategy, work is underway to develop and deliver a programme of town centre housing development currently focused on the identification and assembly of suitable residential development sites. Work is also underway to determine a suitable delivery model for such development.

*#TeamOldham Workforce Strategy*

- 4.42 The #TeamOldham Workforce Strategy has now been developed and endorsed by all #TeamOldham organisations including the Council, CCG, Unity Partnership Ltd. and MioCare. The Strategy focuses around 3 major themes; Supporting Staff, Leadership and Culture and Planning for the Future. The strategy sets out the vision for the workforce and the outputs to be achieved over 2020 – 2023 through the structured programmes of work outlined within. The strategy will support the integration, design and effectiveness of critical services delivered to residents.

*Education Provision Strategy*

- 4.43 On 21 October 2019, Cabinet approved an Education Provision Strategy which seeks to ensure there are enough school places available to local children and young people. No other local or national body shares this statutory duty to secure sufficient primary and secondary schools, although to provide this the Council collaborates with schools and other partners to deliver the places needed. When seeking to manage the demand and supply of school places, Oldham Council takes into account the diverse range of provision and educational organisational arrangements and works with Academy Trusts and the Department of Education to establish provision that meets the needs of Oldham's young people and can contribute effectively to improving education outcomes in the borough. There is a great deal of activity taking place across the borough to both enhance current provision and provide new places for young people with good and outstanding providers.

*Special Educational Needs and Disabilities (SEND) Strategy and Development Plan*

- 4.44 On 24 September 2020, the SEND Partnership Board requested that the SEND Strategy and Development Plan was reviewed to consider the impact of the COVID pandemic on services, children, young people and families and the impact on the strategy. Following the review, the revised development plan and outcomes to be achieved by the end of year 1 were shared with the SEND Partnership Board on 26 November 2020. This outlined how children and young people with SEND have a range of support and opportunities available to enable them to become confident communicators, valued members of the community, enjoy attending inclusive learning settings and being prepared for progression into adulthood to achieve the life outcomes to which they and their families aspire.
- 4.45 The development plan and the outcomes to be achieved by the end of year 3 and the end of year 5 will be developed in early 2021. The updated strategy and development plan will then be presented to Cabinet for approval. A number of key areas have been introduced around ensuring sufficient provision is available across the mainstream and special estate in Oldham for children and young people with SEND. This also connects with the proposed budget reduction to make significant savings by bringing back to Oldham schools, a number of children and young people currently educated outside of the borough, following statutory review processes.

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### *Oldham Learning*

- 4.46 Oldham Learning was formed after extensive sector consultation during the academic year 2019/20 and is now the school improvement delivery function in Oldham, combining work that was previously performed by the Local Authority, Education Partnership and Opportunity Area. Oldham Learning started on 1 September 2020, with initial funding agreed through the Local Authority and Opportunity Area Grant. The intention is to develop a self-sustaining offer that schools and academies value.

### *Early Years Strategy*

- 4.47 On 7 December 2020, Oldham's new 3 year partnership Early Years Strategy for babies and young children was launched. The strategy sets out a commitment to ensuring every child gets the Right Start in life. The strategy is based around the vision for babies and young children which is for them to be: safe and supported; as healthy and happy as they can; have opportunities and achieve their potential; have a voice and be part of a community; feel proud and be ready for life. The strategy lists seven key areas to focus this work - Establishing transparent and effective governance of Early Years services; improving health & development outcomes for babies and young children; keeping children safe and build family resilience; supporting parents to nurture their child's development; continually improving services for children and families in the Early Years; improving the equality, reach and diversity of services; building a unified Early Years workforce, identity and purpose.

### *Green New Deal Strategy*

- 4.48 The Oldham Green New Deal Strategy was adopted by the Council in March 2020. The strategy set two carbon neutrality targets – for Council Buildings and Street Lighting by 2025 and for the borough as a whole by 2030. The delivery programme for the strategy focuses on investment in the green economy in Oldham, including physical assets such as solar power and low carbon heat infrastructure; innovative approaches to energy generation and consumption for the Council and strategic partners through the creation of a Local Energy Market; building the Green Technology and Services business sector in the borough to 'green' the wider economy; and the Northern Roots project which will create a tourist and business attraction of national significance in the shape of a 165-acre eco-park at Snipe Clough, adjacent to Alexandra Park.
- 4.49 Since the adoption of the strategy, the financial impact of the coronavirus crisis has changed the way the Council has to approach delivery of Green New Deal objectives. Rather than allocated specific Council resources, the Council will pursue external funding streams including large new funds from Central Government. These can potentially be secured to enable the Council to secure investment to stimulate economic activity in key growth sectors such as renewable energy, renewable heat and energy efficiency – the top three 'green' job creation opportunities according to the Local Government Association. The Council is applying to a range of grant funders for low carbon projects, including the Towns Fund and the Public Sector Decarbonisation Fund (for renewable electricity and heat projects on Council assets).
- 4.50 Future initiatives will include exploring the potential for a strategic partnership with a private sector infrastructure provider to bring inward investment to the borough for low carbon schemes; community-level programmes to support residents to gain knowledge and training in the low carbon sector so that they can take advantage of any jobs created from inward investment; and innovative ways for the Council to support deployment of local renewable energy generation through Power Purchase Agreements.

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### *ICT Strategy*

4.51 The Council's ICT strategy has been refreshed to ensure it supports the delivery of a customer focused service and is aligned with the Council's Transformation Programme; particularly assets, workforce development and digital by design themes. The ICT Strategy enables the Council to evolve and grow under the following principle themes:

- Mobility: enabling staff to work from where they need to, not where they have to;
- Platform + Agile; fewer systems that are better integrated (using an IBM integrated engine) and developed using Agile delivery techniques;
- Cloud First; reducing technology assets that the Council owns and maintains;
- Data Analytics; building upon the above themes and principles to create the conditions where Oldham Council can understand the borough better and use this insight to improve services.

### *Information Management*

4.52 There is a comprehensive suite of Information Management policies in place covering Data Protection, Freedom of Information, Environmental Information, Information Risk and Security, Records Management and Transparency. These are supported by a variety of systems and processes that enable the monitoring of compliance and performance. All measures are designed to ensure the Council and its partner organisations comply with individual rights, legislative requirements and are protected from security, cyber and reputational risks, and enforcement action and monetary penalties by the Information Commissioner's Office.

### Other Policies and Strategies

4.53 A summary of other major Council policies and strategies all of which link to and influence the financial planning arrangements of the Council is provided in **Appendix 1**.

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## 5 Local Government Finance Developments and Financial Resilience

5.1 This section of the report highlights recent developments specifically within the Local Government finance arena. Also included is a commentary on the issue of financial resilience which remains topical as Local Authorities continue to deal with the consequences of rising service demand and a decade-long period of funding reductions.

### The Chartered Institute of Public Finance and Accountancy (CIPFA) Financial Management Code

5.2 On 15 March 2019, CIPFA published a consultation on its proposed Financial Management Code that would support its Financial Resilience Index. This consultation concluded on 30 April 2019 with the formal Financial Management Code being published in October 2019. The objectives of this code are “to support good practice in financial management and to assist Local Authorities in demonstrating their financial sustainability”.

5.3 The Code is based upon a series of principles which will be supported by specific standards of practice which CIPFA consider necessary for a strong foundation. The foundation being the ability to:

- Financially manage the short, medium and long-term finances of a Local Authority
- Manage financial resilience to meet foreseen demands on services
- Financially manage unexpected shocks in their financial circumstances

5.4 The Financial Management Code builds on the success of the CIPFA Prudential Code which requires Local Authorities to demonstrate the long-term financial sustainability of their capital expenditure. The Code is also consistent in that it is based upon principles rather than prescriptions and each Local Authority must demonstrate that they meet the requirements of this Code.

5.5 It was expected that Local Authorities would apply the requirements of the Financial Management Code in full by 1 April 2020, however after further consideration, CIPFA recognised the need for Authorities to ensure that their governance and management styles fit the requirements of the Code and as such concluded that a shadow year would be in place for 2020/21 with Local Authorities being fully compliant by 1 April 2021.

5.6 The detailed guidance notes were issued in May 2020 and the Finance Service has undertaken work throughout 2020/21 to ensure its compliance with this Code. Work is continuing with the wider organisation to ensure full compliance for 2021/22.

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### Review of Relative Needs and Resources (formally the Fair Funding Review)

- 5.7 The Review of Relative Needs and Resources of the Local Government finance system has been under consideration for several years. The purpose of the review is to examine and update the system for allocating resources among Local Authorities; taking account of relative need and the ability to generate resources locally through taxation. The original timetable set for the review indicated that a new system would be in place for 1 April 2020. It was then deferred until April 2021 and now due to COVID has been deferred again. The Government has not specified a timeframe for progression. When implemented this could have a major impact on the distribution of resources between Councils. It is also possible that when implemented, there may be transitional arrangements rather than an immediate change.

### Business Rates Reform and Revaluation

- 5.8 The Business Rates system is likely to change significantly in the medium term. During 2020 the Government initiated a fundamental review of Business Rates and sought views from Councils administering the system. It had been intended that this review would release its final report in spring 2021, but on 19 February 2021, the Government announced that it would be delayed until the Autumn so that it could be informed by more clarity on the long-term state of the economy and public finances.
- 5.9 The Spending Review had already announced a postponement of the reset of the rating system. Any reset may be full or partial but in both instances would result in Business Rates gains and losses being redistributed across all Local Authorities. Also delayed is the plan to move to 75% rates retention nationally (currently 50%) which is expected to result in the end of the Greater Manchester 100% Business Rates retention pilot scheme.
- 5.10 In addition, Business Rates revaluation also planned for implementation in April 2021 has now been deferred to April 2023 but based on April 2021 values. This will affect the amount of Business Rates paid by the occupiers of commercial premises and therefore the amount collectable by the Council.
- 5.11 A change to the Business Rates system could have major implications for Council funding and the MTFS. The position will be kept under close review.

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## Financial Resilience

- 5.12 In order to comply with Section 25 of the Local Government Act 2003; the Authority's Chief Financial Officer (the Director of Finance) is required to report on the robustness of the estimates made for the purposes of the budget calculations and the adequacy of the proposed reserves. This information enables a longer-term view of the overall financial resilience of the Council to be taken. It also reports on the consideration by the Director of Finance of the affordability and prudence of capital investment proposals. The level of general balances to support the budget and an appropriate level of Earmarked Reserves maintained by the Council in accordance with the agreed Council Policy on Earmarked Reserves, are an integral part of its continued financial resilience supporting the fiscal stability of the Council.
- 5.13 There have been several reports issued on the subject of the financial resilience of Local Authorities alongside the publication by the Chartered Institute of Public Finance & Accountancy (CIPFA) of a Local Authority Financial Resilience Index and the implementation of a Financial Management Code. These documents were in part prompted by the financial challenges at Northamptonshire County Council during 2018. However, more recently there have been concerns in relation to the financial sustainability at both Nottingham City Council (NCC) and the London Borough of Croydon Council (LBC). On 10 February 2021, it was announced that four other Local Authorities had sought and received capitalisation directions from the MHCLG to provide support in 2020/21 and to enable them to agree a balanced budget for 2021/22. A number of other Local Authorities are in negotiation with the MHCLG.
- 5.14 It is important to note that as detailed within the Council's Audit Completion Report, presented alongside the Statement of Accounts, the External Auditors concluded that for 2019/20 the Council had made proper arrangements to deliver financial sustainability in the medium term. However, it was also pointed out that "The Council has significant levels of Earmarked Reserves as at 31 March 2020, but these are not sufficient to sustain the Council's financial position over the medium term".
- 5.15 Financial resilience does depend in part on the Council maintaining an adequate level of reserves and balances. The reserves position is set out in Section 13 whilst the overall position with regard to reserves and balances is presented in a report on Reserves, Robustness of Estimates, Affordability and Prudence of Capital Investments.

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## 6 **2020 Spending Review, Local Government Finance Settlement (including Council Tax and Referendum Limits), COVID-19 Funding for Local Government for 2021/22, Unringfenced and Ringfenced Grants.**

6.1 A key element when determining revisions to the MTFs and the 2021/22 budget reduction requirement is the impact of Government funding announcements. Due to the impact of COVID the planned Comprehensive Spending Review was instead replaced by a one-year spending round. The Provisional Local Government Finance Settlement was issued on 17 December 2020 and the Final Local Government Finance Settlement was approved on 10 February 2021. Alongside the Final Settlement, the Government published the February 2021: COVID-19 Funding for Local Government in 2021 to 2022 Policy Paper. The impact of these announcements is set out below.

### **2020 Spending Review**

6.2 On 25 November 2020, the Government presented a one-year Spending Review for 2020/21. Key funding announcements affecting Local Government which have an impact on this report were:

- Core Spending Power was forecast to rise by 4.5% in cash terms worth an estimated additional £2.2bn in funding for local Government services. This included:
  - An additional £1bn for social care made up of a £300m social care grant.
  - The ability to raise a 3% Adult Social Care (ASC) precept.
  - The continuation of the £1bn of grant funding announced for the 2020/21 budget for Adult and Children's Social Care, along with all other existing social care funding.
- General Council Tax increases would be capped at 2% unless a referendum is held, with a further 3% increase specifically for ASC services as advised above.
- In response to COVID there was the announcement of:
  - £1.55bn of unringfenced grant for the pressures expected to emerge in the first few months of 2021/22.
  - The continuation of the Sales, Fees and Charges scheme (which refunds 75% of eligible income loss beyond a 5% threshold) on a pro-rata basis into the first three months of 2021/22).
  - The availability of £670m of unringfenced grant funding (an extended Hardship Fund).
  - A new reimbursement scheme, expected to be £762m for 2020/21, to compensate Councils for 75% of irrecoverable losses in relation to Council Tax and Business Rates, to be paid through an unringfenced grant.
- The Government will keep the spending and income pressures under regular review to ensure the sector has the support and resources it needs; therefore, funding may be topped up in year and will reflect the developing COVID position.
- The outcome of the consultation into reforms on the operation of the Public Works Loan Board (PWLB) was announced. This restricted the future use of PWLB borrowing and consequently lowered the PWLB rate of interest. This development has been factored into the Capital Strategy.
- Confirmation that the implementation of the Review of Relative Needs and Resources (formerly the Fair Funding Review) and 75% Business Rates Retention initiatives will not proceed in 2021/22. Nor would the reset of accumulated Business Rates growth. Further decisions on reform will be taken in the context of the 2021 Spending Review.
- Confirmation of the continuation of the piloting of 100% Business Rates Retention in Greater Manchester (GM) for 2021/22.
- Confirmation that New Homes Bonus will also continue in 2021/22, with no new legacy payments.

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- Notification of a national allocation of £125m to support Domestic Abuse
  - Notification that the Small Business Rates multiplier for 2021/22 will be unchanged from 2020/21 levels.

6.3 The Spending Review also included information on a range of other grant funding programmes, both capital and revenue including £254m for homelessness, the new Levelling Up Fund worth £4 billion for England for local infrastructure investment to support economic recovery and the Shared Prosperity Fund. These latter two items are referred to specifically in the Capital Strategy report.

Provisional Local Government Finance Settlement (LGFS) and February 2021: COVID-19 Funding for Local Government in 2021 to 2022 Policy Paper

6.4 The 2021/22 Provisional LGFS was released on 17 December 2020. It was announced by the Secretary of State for Housing, Communities and Local Government the Rt. Hon Robert Jenrick MP, and set out the Government's formal proposals for the funding of English Local Authorities in 2021/22. The Provisional LGFS covered the 2021/22 financial year only.

6.5 Included in the Provisional Settlement was key funding information for Local Authorities in relation to:

- The Settlement Funding Assessment;
- Confirmation of baseline funding levels for 2021/22;
- Council Tax referendum limits;
- New grant funding streams for 2021/22;
- New Homes Bonus Grant allocations for 2021/22; and
- Confirmation of, or revisions to, previously expected 2021/22 grant allocations.

6.6 Alongside the Provisional LGFS, the Government issued a Consultative Paper on COVID-19 Funding for Local Government for 2021/22. This set out further details of the Local Government support package for 2021/22 and complemented the information contained in the Provisional LGFS. It covered four funding policies as follows:

- Local Council Tax Support Grant
- Local Tax Income Guarantee for 2020/21
- COVID-19 Expenditure Pressures Grant
- The extension of the compensation for losses arising from Sales, Fees and Charges

It also proposed the continuation of the monthly Local Authority COVID-19 financial impact monitoring survey for as long as the pandemic continues to have a significant impact on Local Authority finances.

6.7 Councils had the opportunity to submit consultation comments on the Provisional LGFS and the Consultative Policy Paper. The Government issued specific consultation questions in relation to the Settlement with a deadline for responses of 16 January 2021. The Council submitted a response before the notified deadline.

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## Final Local Government Finance Settlement (LGFS)

- 6.8 On 4 February 2020, the Secretary of State for the MHCLG published the formal statement and supporting information on the Final LGFS for 2020/21 which matched the funding allocations and approaches set out in the Provisional LGFS. The Final LGFS was presented to Parliament and approved on 10 February 2021.

## February 2021: COVID-19 Funding for Local Government in 2021 to 2022 Policy Paper

- 6.9 On 10 February, the Government issued the February 2021: COVID-19 Funding for Local Government in 2021 to 2022 Policy Paper. This largely confirmed the contents of the Consultative Policy Paper issued on 17 December 2020 and confirmed funding notifications. It did advise that the methodology for calculating compensation for Business Rates losses under the Local Tax Income Guarantee had still to be finalised.
- 6.10 The continued availability of Government support for the increased cost/lost income arising from COVID-19 during 2021/22 is essential.
- 6.11 The funding implications arising from the Final LGFS and the Policy Paper are set out in the following paragraphs.

### *Settlement Funding Assessment*

- 6.12 The Settlement Funding Assessment (SFA) is a Government calculated figure which includes the Revenue Support Grant (RSG) and the Baseline Funding Level (BFL). The BFL comprises Business Rates Top Up Grant (the main unringfenced grant) plus the Government's assessment of Business Rates that can be collected locally (known as Business Rates Baseline). GM Districts do not currently receive any RSG as it is included within the funding arrangements for the Greater Manchester 100% Business Rates retention pilot scheme.
- 6.13 The figures now presented in the LGFS and the following table show an initial national increase in SFA from £16.209bn in 2020/21 to £16.222bn at the Provisional LGFS with a fall to £16.204bn in 2021/22 at the Final LGFS. The Final SFA represents a 0.031% decrease in national funding.

**Table 1 – National Position**

2020/21 £m	SFA for England	Provisional 2021/22 £m	Final 2021/22 £m
16,209	Settlement Funding Assessment	16,222	16,204
	of which:		
1,613	Revenue Support Grant	1,622	1,622
14,596	Baseline Funding Level	14,600	14,582

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*SFA for Oldham Council*

- 6.14 The Oldham SFA presented in the table below shows an increase of £0.094m from £98.816m in 2020/21 to £98.910m in 2021/22 this represents a 0.095% increase between years.

**Table 2 – SFA for Oldham**

2020/21 £000	SFA for Oldham	2021/22 £000
98,816	Settlement Funding Assessment (2020/21 adjusted for additional Public Health Grants received after the initial SFA was notified)	98,910
	of which:	
0	Revenue Support Grant	0
98,816	Baseline Funding Level	98,910

The £98.910m SFA is split between lower and upper tier Local Authority functions and is allocated as follows:

Upper Tier: £88.654m

Lower Tier: £10.256m

- 6.15 The table below shows the contingent elements included in the Government's Settlement Funding Analysis figures with a very small increase between years.

**Table 3 – SFA Detail for Oldham**

Funding Stream	2020/21 £000	2021/22 £000	Change £000
Baseline Funding Level	64,792	64,792	0
Revenue Support Grant	16,973	17,067	94
Public Health Grant (adjusted)	17,051	17,051	0
<b>Total Settlement Funding Assessment</b>	<b>98,816</b>	<b>98,910</b>	<b>94</b>

- 6.16 Whilst the SFA figures for Oldham show an increase of £0.094m it is important to note that the change in SFA is not supported by a corresponding increase in grant funding and the actual financial implications of the Settlement are included in the following paragraphs. It should also be noted that as the Public Health Grant allocation for 2021/22 has not yet been announced, the figures may be subject to change.

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### Core Spending Power

- 6.17 Published alongside the LGFS is the Government's estimate of Core Spending Power (CSP). This is the Government's assessment of the expected revenue resources available to Local Authorities in 2021/22 based on Office of Budget Responsibility estimates.
- 6.18 The Government figures indicate that, Core Spending Power will rise by an average 4.6% in 2021/22 in cash terms (an increase from the 4.5% included in the Spending Review). These Government forecasts are on the assumption that every Local Authority will raise their Council Tax by the maximum permitted without a referendum (i.e. 4.99% for Oldham).
- 6.19 Core Spending Power in 2021/22 consists of:
- Settlement Funding Assessment (which consists of Revenue Support Grant, and the baseline funding level (BFL) which is unchanged for 2021/22);
  - Compensation for under-indexing the Business Rates multiplier; this relates to the multiplier freeze for 2021/22 as announced in the Spending Review as well as historic caps on multiplier increases and uprating the multiplier by the Consumer Price Index instead of the Retail Price Index;
  - Income from the New Homes Bonus;
  - The Social Care Grant for 2021/22;
  - Improved Better Care Fund;
  - A new Lower Tier Services Grant;
  - Rural Services Delivery Grant (not applicable to Oldham); and
  - Income from Council Tax assuming that the tax base grows, and Councils increase Council Tax by the 2% basic referendum limit in 2021/22 as well as the maximum possible Adult Social Care Precept in 2021/22, and the additional flexibilities for shire districts.
- 6.20 The LGFS includes detail by individual Authority and the amounts for Oldham are shown in the table below.

**Table 4 – Core Spending Power for Oldham**

2020/21 £000	Core Spending Power for Oldham	2021/22 £000
199,239	Core Spending Power	208,389

- 6.21 Whilst the settlement Core Spending Power implies the Council has £9.150m more resources than in 2020/21, the Government's CSP figures include assumptions about growth of the Council Tax Tax Base and annual tax increases (2% for general Council Tax and 3% for the Adult Social Care Precept). These assumptions are not in line with the Council's own budget assumptions and estimates as outlined later in the report.

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### *Council Tax & Referendum Limits*

- 6.22 Also included within the LGFS was information regarding Referendum Limits for Council Tax increases.

#### Council Tax Increases

- 6.23 Within the LGFS, the Government confirmed the referendum limit for general Council Tax at a maximum increase of 2% for 2021/22. As in previous years, Parish Councils remain excluded from the referendum limits.

#### Adult Social Care Precept

- 6.24 The threshold for Adult Social Care Precept (ASCP) increases to a maximum of 3%. However, Councils have the ability to spread the increase over two financial years, 2021/22 and 2022/23 and legislation will be passed to enshrine this arrangement in law. There remains a requirement to evidence that the funds generated from this precept are used to finance Adult Social Care expenditure.

#### Mayoral Combined Authorities

- 6.25 Following the consideration of previous consultation responses, the Government has not to set Council Tax referendum principles for Mayoral Combined Authorities in 2021/22. The Mayor of Greater Manchester has now advised of Council Tax intentions and will not be increasing the Mayoral General Precept, as confirmed at the GMCA meeting on 12 February 2021.

#### Police and Crime Commissioners

- 6.26 The Government proposed that Council Tax referendum principles for Police and Crime Commissioners (including the GM Mayoral Police and Crime Commissioner Precept) are capped at an increase at £15. At a meeting on 29 January 2021, the GMCA Police, Fire and Crime Panel was presented with a proposal to increase the precept by £15. However, after having considered consultation responses, the Police and Crime Commissioner proposed a revised precept of £10. It was agreed by the Panel to accept this £10 increase.

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## **Main Unringfenced Government Grants Announced In or Derived from the LGFS and the COVID-19 Funding Policy Paper**

### Business Rates Top Up

- 6.27 Business Rates top up grant for 2021/22 is £41.748m as confirmed in the Final LGFS. This is £0.399m less than anticipated. It is however, expected that there will be an allocation of Public Health Grant which, due to the Council piloting 100% Business Rates Retention, will have the impact of increasing the Business Rates Top Up grant. This will not improve the financial position of the Council as its policy is to passport the Public Health grant in full to the service. As we are suffering from a pandemic, this would seem an appropriate course of action.

### Grants in Lieu of Business Rates

- 6.28 Grants in lieu of Business Rates have now been confirmed as £10.843m for 2021/22. This is £1.294m less than had been anticipated. This grant represents compensation for historic Government policy announcements and events that have the impact of reducing the amount of collectable Business Rates revenue. These grants are effectively a substitute for Retained Business Rates income. Grant compensation has arisen from policy announcements that have included:

- Caps on increases in the Business Rates multiplier for 2014/15, 2015/16 and post 2018/19;
- The doubling of Small Business Rates Relief (SBRR) and threshold changes for 2020/21;
- The additional SBRR compensation for loss of supplementary multiplier income;
- Other small reliefs for discretionary schemes and supporting small businesses; and
- No change to the small business rate non-domestic rating multiplier for 2021/22.

- 6.29 The compound effect of these changes coupled with the impact of appeals means the calculation of these amounts has become incredibly complex and burdensome. However, final figures have been confirmed as a result of the completion and submission by the Council of the Central Government return (NNDR 1) by the due date of 31 January 2021.

### Revenue Support Grant and Public Health Grant

- 6.30 As part of the arrangements for participating in the GM 100% Business Rates Retention Pilot Scheme, the Council no longer receives separate funding allocations for Revenue Support Grant and Public Health Grant. Furthermore, the ringfence that normally applies to Public Health Grant funding has been removed. This funding has been replaced by a higher level of Retained Business Rates and Top Up Grant. The equivalent level of funding rolled into the 100% Business Rates Retention Pilot Scheme is Revenue Support Grant of £17.067m and Public Health Grant of £17.051m. As advised above, the LGFS did not provide notification of the allocation of 2021/22 Public Health grants payable by the Department of Health. Should the Public Health Grant increase upon formal notification then this will be passported in full to the service.

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## **Other Unringfenced Government Grants**

- 6.31 A range of unringfenced Government Grants were announced by the LGFS. These are set out as follows, together with the impact on the 2021/22 budget assumptions.

### Improved Better Care Fund

- 6.32 The LGFS confirmed the Improved Better Care Fund for 2021/22 at £10.859m. This was as expected (with a rounding adjustment) and represents a roll-over of the 2020/21 grant allocation.

### 2021/22 Social Care Support Grant

- 6.33 The LGFS advised of additional resources for the Social Care Support Grant for 2021/22. This is building upon the resources already allocated in previous years. This grant has been provided in response to Local Authority concerns with regard to pressure on Adult and Children's Social Care services. No additional grant had been anticipated and the total notified of £8.947m therefore provides additional resources of £1.993m. The grant is not ringfenced and no conditions or reporting requirements were attached to the grant so it will be used to support the 2021/22 budget position by offsetting Council investment in Children's Social Care and Adult Social Care.

### Lower Tier Services Grant

- 6.34 The Government has introduced a new unringfenced Lower Tier Services Grant which will allocate £111m nationally to Local Authorities with responsibility for lower tier services (e.g. homelessness, planning, recycling). This grant had not been anticipated and introduces new resources of £0.407m to support the budget of the Council.

### Homelessness Grants

- 6.35 The Council had anticipated receiving £0.194m Flexible Homelessness Support Grant and £0.164m of Homelessness Reduction Grant. These grants totalled £0.358m for 2020/21 and were expected to be passported directly to the Strategic Housing service. However, the Government has announced a national sum of £254m to tackle homelessness and rough sleeping in 2021/22, including £103 million of previously announced funding. Allocations have now been notified and the grant funding arrangements have been changed. There is a requirement to remove £0.358m from the net revenue budget (income and expenditure) and include a new ringfenced grant of £0.532m. This has a neutral impact on the net revenue budget but improves the overall funding position of the Council.

### New Homes Bonus Grant (NHB)

- 6.36 The 2021/22 Settlement included information on a new round of NHB payments. The Government intends this to be the final set of allocations and there will be no legacy payments into future financial years. The Council had not anticipated any NHB resources for 2021/22 so the £0.171m allocation is being used to support the 2021/22 budget. On 10 February 2021, the Government issued a consultation to seek views on the future of the New Homes Bonus, from 2022/23 onwards. It covers a number of options for reforming the programme to provide an incentive which is more focused and targeted on ambitious housing delivery, complements the reforms outlined in the Government's Planning White Paper, and dovetails with the wider financial mechanisms the Government is putting in place, including the infrastructure levy and the Single Housing Infrastructure Fund. The consultation period closes on 7 April 2021.

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#### Lead Local Flood Authority Grant

- 6.37 The Council has been notified that this grant has now ceased. A sum of £0.012m had been assumed. The loss of this grant has had a small adverse impact on the overall budget of the Council.

#### Local Council Tax Support Grant

- 6.38 This is a new unringfenced grant. Broadly, the Government expects that the funding provided by this grant will meet the additional costs associated with increases in Local Council Tax Support (Council Tax Reduction) caseloads in 2021/22. There has been a significant increase in caseloads in Oldham and consequently the level of Council Tax that can be billed has reduced. The Council's Council Tax Taxbase has fallen, as advised in a report approved by Cabinet on 14 December 2020. As decisions on Local Council Tax Support scheme design for 2021/22 are a local decision and the Council is proposing to leave this unchanged (see Council Tax Reduction (CTR) Scheme report elsewhere on the agenda) and given the increase numbers of those receiving CTR, this grant provides some compensation for that income loss. Therefore, the full £3.183m will be used to support the 2021/22 budget.

#### Local Tax Income Guarantee for 2020/21

- 6.39 Within the Spending Review, the Government announced it would recompense Councils for 75% of irrecoverable 2020/21 local tax losses (Council Tax and Business Rates). The Government has provided information about the ways that the losses will be assessed (although the Business Rates element is still under review) but as this relates to 2020/21, the final assessment of losses cannot be made until the accounts for 2020/21 have been closed. A grant will be paid to the Council for the financial year 2020/21 and an initial assessment suggests that it would be prudent to assume receipt of £1.000m. As this grant relates to 2020/21, it will be included in the outturn for 2020/21 as a reserve and carried forward into 2021/22. If the final grant allocation should prove to be higher then it might be used to either support the 2021/22 in-year position or used to support the budget for 2022/23.

#### COVID-19 Expenditure Pressures Grant

- 6.40 A major new grant was notified within the LGFS, the COVID-19 Expenditure Pressures Grant. Nationally, £1.55bn of additional unringfenced grant was announced within the Spending Review and the February 21: COVID-19 Funding for Local Government in 2021 to 22 Policy Paper confirmed allocations at individual Local Authority level. The formula by which the allocations have been calculated has been designed to reflect the underlying drivers of expenditure; population and deprivation, and the varying cost of delivering services across the country. This grant is unringfenced, but the Government intends that it is used to support the priority pressures for which 4 tranches of unringfenced grant have been allocated in 2020/21, including Adult Social Care and Children's Services. The Council's allocation of grant is £7.737m and will be passported in full to address COVID related costs.
- 6.41 The Government has advised that this funding is to support COVID related expenditure in the early part of 2021/22. Its assumption is that COVID costs will start to decline significantly from Easter, tapering away throughout the first quarter of the next financial year and COVID funding allocations have been based on this position. It has advised that it will allocate further funding if necessary. Clearly the value of any further grant cannot be assessed. It is important to note that the Council's budget estimates are also based on this assumption and that the funding available from Government will be sufficient to meet COVID related costs. Where it is known that the Government funding is not intended to provide compensation, the Council's budget estimates have been revised accordingly.

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### Sales, Fees and Charges Compensation Grant

- 6.42 The Government has confirmed it will continue the Sales, Fees and Charges compensation schemes for the first 3 months of the financial year 2021/22. This recompenses the Council for 75% of its lost sales, fees and charges after deducting 5% which the Council would be expected to absorb. It is very difficult to predict the losses that will be incurred as much depends on the course of the pandemic. At this stage no benefit has been assumed from the availability of this grant regime as the assessment of losses is equally challenging. However, it is a potential income source to support the Council's financial position should substantial losses be incurred.

### Independent Living Fund (ILF) Grant

- 6.43 The Council took over responsibility from Government for the functions associated with the former Independent Living Fund during 2015. The 2021/22 LGFS advised that funding of this grant at a national level would be unchanged from 2020/21 levels suggesting that individual Authority allocations would also be unchanged. This has subsequently been confirmed and the ILF grant will continue at the 2020/21 cash value of £2.580m. This funding has been passported in full to the service as previously approved as part of the 2016/17 budget process.

### Domestic Abuse Safe Accommodation Funding Allocation

- 6.44 Initially highlighted in the November Spending Review, on 12 February Councils were notified of the draft Authority level allocation of £125m of funding to provide support for victims of domestic abuse and their children. The resource will fund a new Council duty to help ensure victims and their children are able to access therapy, advocacy and counselling in safe accommodation, including refugees. This is a key part of the Government's Domestic Abuse Bill.
- 6.45 The duty will come into effect later this year, subject to the Domestic Abuse Bill becoming law. In this regard the Council is to receive £0.578m of unringfenced Government grant funding. This will initially be ringfenced corporately whilst the detailed budget requirements are considered in the context of the Bill passing into legislation. Although the funding is not ringfenced, Local Authorities will be under a legal obligation (subject to successful passage of the Bill) to provide appropriate support to meet the needs in their areas, and report back to Central Government that they have met these obligations

### Housing Benefit Administration Grant

- 6.46 The original February 2020 budget estimates for 2021/22 assumed that this grant would continue at the 2020/21 allocation of £0.778m. Accompanying the Housing Benefit estimate form for 2021/22 (submission by 1 March 2021) was an indicative allocation of £0.818m, an increase of £0.040m compared to 2020/21. Although indicative, this has been included within the budget estimates for 2021/22 but will be held corporately pending confirmation of the availability of the funding.

### Council Tax Administration Grant

- 6.47 There remains only one grant notification that was expected with the LGFS, but has not yet been received and that is for Council Tax Administration Grant. The original February 2020 budget estimates for 2021/22 assumed this grant would continue at a cash flat allocation of £0.360m. This estimated position remains unchanged.

Summary of Other Unringfenced Government Grants Linked to the LGFS and the February 2021: COVID-19 Funding for Local Government in 2021 to 2022 Policy Paper

6.48 A summary of all unringfenced grants either notified of anticipated (for which a sum has been assumed) as included in the LGFS and February 2021 Policy Paper is shown in Table 5 below. Total funding equals £35.640m which is £13.820m higher than the forecasts presented to Council on 26 February 2020.

**Table 5 – Other Unringfenced Government Grants**

	2021/22 Forecasts at 30/11/20 £000	Change £000	2021/22 Revised Forecasts £000
Improved Better Care Fund Grant	10,858	1	10,859
2021/22 Social Care Support Grant	6,954	1,993	8,947
Lower Tier Services Support Grant	0	407	407
Flexible Homelessness Support Grant	194	(194)	0
Homeless Reduction Grant	164	(164)	0
New Homes Bonus Grant	0	171	171
Lead Local Flood Authority Grant	12	(12)	0
Local Council Tax Support Grant	0	3,183	3,183
Covid Grant	0	7,737	7,737
Independent Living Fund (ILF) Grant	2,500	80	2,580
Domestic Abuse Safe Accommodation Funding	0	578	578
Housing Benefit Administration Grant	778	40	818
Council Tax Administration Grant	360	0	360
<b>Total Other Unringfenced Government Grants</b>	<b>21,820</b>	<b>13,820</b>	<b>35,640</b>

**Ringfenced Grants**

6.49 The estimates underpinning the Council's MTFs are based on ringfenced grants being allocated to fulfil their intended purpose. Such grants include the Dedicated Schools Grant, Troubled Families Programme, Housing Benefit Subsidy Grant, Discretionary Housing Payments, Adult Education Budget and Homelessness Prevention Grant. Ringfenced grant assumptions are based on the allocations that have been notified by the funding body. It is important to note that any spending above the ringfenced grant level can impact on the Council's financial position. It is essential that services funded by ringfenced resources are managed with the same level of challenge and scrutiny as those funded by general resources.

Dedicated Schools Grant

6.50 The Dedicated Schools Grant (DSG) is a ringfenced grant payable to Local Authorities by Government for the funding of schools. For several years, the Government has been changing the way it distributes schools funding via the DSG from locally agreed arrangements towards a standard means of allocating resources. This is known as the National Funding Formula.

6.51 The overall DSG allocation was confirmed at £285.413m in information accompanying the Provisional LGFS on 17 December 2020. Further details regarding the DSG is included in **Appendix 2**.

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### Troubled Families Programme

- 6.52 The Troubled Families Programme aims to support families with deep rooted problems relating to issues such as crime and antisocial behaviour, education, life chances, living standards, domestic abuse and mental and physical health. It provides much-needed support to improve outcomes for children and families on these issues. The current Troubled Families Programme was rolled out in England in April 2015 and replaced the first programme which had been in place since 2012. The Secretary of State for Housing, Communities and Local Government extended the programme for 2020/21 and Oldham's allocation was £0.868m. In the November 2020 Spending Review, the Chancellor announced a further £165m of funding to enable the programme to continue in 2021/22. Troubled Families Funding is released to districts in Greater Manchester via devolved arrangements through the GMCA Reform Investment Fund. District allocations have yet to be determined, but the funding available nationally is the same as for 2020/21.

### Housing Benefit Scheme / Housing Benefit Subsidy Grant

- 6.53 The Council receives Housing Benefit Subsidy Grant funding from the Department for Work and Pensions (DWP) to fund the costs of operating the Housing Benefits scheme. Allocations are determined on the submission of a Local Authority's initial estimate for its anticipated levels of rent allowances and rent rebates within a financial year. A revised estimate takes place mid-year. In addition to these estimates the DWP also allocates an amount for the administration of the scheme which is based on the number of new housing benefit claims and overall caseload.
- 6.54 In 2020/21 the Council is currently forecasting £47.981m of funding for Housing Benefit from the DWP. The current estimate is that this is likely to be reduce to £44.534m for 2021/22 as Housing Benefit caseloads continue to fall as a direct result of the transition to Universal Credit (UC). The estimated 2021/22 position will be confirmed following the Council's submission of updated information in accordance with the statutory deadline of 1 March 2021.
- 6.55 The Council has been requested by the External Auditor to reaffirm its long standing commitment to the modified Housing Benefits scheme. This is a discretionary local scheme for war pensioners which allows the Council to disregard the value of any War Disablement Pension or War Widows Pension over and above statutory disregard limits. Most Local Authorities operate this scheme which is funded by the Council and is consistent with the Council's commitment to the Armed Forces Covenant. The provision is also replicated in the Council Tax Reduction Scheme.

### Discretionary Housing Payments (DHP)

- 6.56 The Council is awaiting notification of DHP grant allocations for 2021/22. For the 2020/21 financial year, the amount received by the Council was £0.793m and it is expected that the allocation for 2021/22 will be at a similar level. When received, this will be treated as a ringfenced grant as Authorities are required to provide a statement of grant usage and to return any unspent DHP allocation to the Government at the end of each financial year.

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### Adult Education Budget

- 6.57 The Adult Education Budget (AEB) funds the delivery of education and training for learners over the age of 19. The AEB aims to engage adults and provide the necessary skills and knowledge needed to enable them to progress in work or apprenticeships.
- 6.58 On 1 August 2019, the AEB was apportioned between the Education and Skills Funding Agency (ESFA) and 6 Mayoral Combined Authorities and the Greater London Authority. The GMCA was one of those 6 Combined Authorities where funding was devolved and as such the way in which Oldham Council received its AEB changed.
- 6.59 In the first year of devolution, contracts and grant agreements were awarded to 36 organisations for AEB delivery in Greater Manchester. With quality as a fundamental consideration of the procurement process for the GMCA, all of the procured contracts were awarded to organisations where recent Ofsted inspections had taken place and ratings of Good or Outstanding were received for their adult education provision. Oldham Council was one of these organisations.
- 6.60 The funding received in this regard for the 2020/21 academic year was £2.8m. Whilst the funding agreements for the 2021/22 academic year have not yet been received, it is anticipated that this funding will be at a similar level.

### Homeless Prevention Grant

- 6.61 As mentioned at paragraph 6.35, the Council had anticipated receiving £0.358m of unringfenced grants to support the Homelessness service for 2021/22. However, the Government announced a national ringfenced grant sum of £254m to tackle homelessness and rough sleeping in 2021/22. Allocations have now been notified and a grant allocation of £0.532m has been awarded.
- 6.62 Homelessness Prevention grant is to give Local Authorities control and flexibility in managing homelessness pressures and supporting those who are at risk of homelessness. The Government expects it will be used to:
- Enforce the Homelessness Reduction Act and contribute to ending rough sleeping by increasing activity to prevent single homelessness;
  - Reduce family temporary accommodation numbers through maximising family homelessness prevention;
  - Eliminate the use of unsuitable bed and breakfast accommodation for families for longer than the statutory six week limit.

### Funding for Local Elections – May 2021

- 6.63 The Final LGFS announced £15m funding to support the additional costs associated with the holding of Local Elections in May 2021 to ensure a COVID safe environment. Individual authority allocations have yet to be announced.

### Funding to Support the Local Authority Audit Process

- 6.64 In response to the Redmond Review published in September 2020, which examined the existing purpose, scope and quality of external audits of Local Authorities in England and the supporting regulatory framework, the Government will allocate an additional £15m to Local Authorities in 2021/22. This new money will help Councils both meet the growing cost pressures in the audit market and deliver the recommendations of the Review. Individual authority allocations have yet to be announced.

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## 7 Locally Generated Income

7.1 As Government grant funding has reduced over time, locally generated income from Council Tax and Business Rates has provided an increasing proportion of funding for Council services. The key financial implications for the 2021/22 budget are explained in the following paragraphs.

### *Retained Business Rates*

7.2 Included within Section 3 of the report is an explanation of the operation of the GM 100% Business Rates Retention Pilot Scheme. It also advises that there will be no Business Rates Pooling arrangements in place for 2021/22.

7.3 The 100% Business Rates retention pilot scheme has been a success and has generated additional gains for both Oldham, other participating Districts and the GMCA. However, during 2020/21, the pandemic has impacted on the Business Rates position and unlike previous years, there are no pilot scheme gains available to support the 2021/22 budget. The Business Rates position has never been more uncertain so there is no assumption of any further gains from the 100% pilot scheme.

7.4 The original budget estimates for 2021/22 (approved by Council on 26 February 2020) assumed Retained Business Rates income of £50.377m subsequently adjusted on receipt of Public Health Grant Funding to £50.983m. On 14 December 2020, the Council considered a report that suggested the Business Rates Taxbase for 2021/22 would be £49.640m. However, the Council has now finalised its calculation at £50.619m.

7.5 Under the current Local Government finance system introduced on 1 April 2013, local billing authorities are required to prepare and submit to the MHCLG a locally determined and approved Business Rates forecast through the National Non-Domestic Rates (NNDR 1) return by 31 January each year. Therefore, the Cabinet report of 14 December 2020 gave delegation for the decision to vary the final Business Rates forecast and hence the Business Rates Tax base, to the Deputy Leader and Cabinet Member for Finance and Green in consultation with the Director of Finance. The revised Business Rates Taxbase has now been confirmed under delegation at £50.619m and the NNDR 1 was submitted to Central Government by the due date.

### *Council Tax*

7.6 Council Tax is the largest single revenue stream that is used to support the Council's revenue budget. Council Tax and ASCP income changes each year due to changes in the tax base (increase/decrease in chargeable Band D equivalent properties), fluctuations in collection rates and the Council's annual decisions on the level of the tax.

### *Council Tax Tax Base*

7.7 Each year the Council is required to review its Tax Base by considering the:

- numbers of properties within the boundary of the borough which determines the number of Band D equivalent properties upon which the Council Tax calculations are based; and
- anticipated level of Council Tax that will be collected known as the Collection Rate.

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- 7.8 On 14 December 2020 Cabinet considered and approved the calculation of the Council Tax Tax Base for 2020/21. The approved tax base has reduced by 463 from 57,663 to 57,200 reflecting the increased number of Council Tax Reduction recipients due to the economic and financial pressures caused by COVID. As the Council had planned for Taxbase growth, the financial forecasts have been even more severely affected. This therefore has had the impact of reducing the amount of Council Tax income that that the Council can use for 2021/22 (excluding the impact of an increase in the Council Tax charged), rather than the expected increase. Over the past two financial years, the taxbase has increased in the region of 1,000 Band D equivalent properties each year. The contrast for 2021/22 is therefore evident. The tax base calculations are summarised in **Appendix 3**.
- 7.9 The tax base beyond 2021/22 is estimated to increase by 500 Band D equivalent properties per annum to 2023/24 resulting from the building of new properties, fewer households claiming Council Tax Reduction support and empty properties being brought back into use. This will of course be kept under review.

#### *Council Tax Policy*

- 7.10 Members will recall that the Council Tax policy approved within the 2020/21 budget was that for 2021/22 the Council would increase Council Tax by 2% for the ASCP and 1.99% for general purposes – an overall increase of 3.99% (the maximum expected to be allowed without the need for a referendum). This approach has now been revised with the proposed Council Tax increase for general purposes reverting to 0.99% as in 2020/21 (with an indicative increase of 1.99% for 2022/23 onwards) and a 2% increase for the ASCP (2.99% in total for 2021/22).
- 7.11 The referendum criteria for 2021/22, as advised at paragraph 6.22 would permit this approach. Indeed, it would allow an increase in the ASCP of a further 1% to 3%. However, mindful of the financial position of the Authority but also the impact of a further increase in Council Tax on the citizens of Oldham, it is proposed to defer the extra 1% ASCP increase until 2022/23. In overall terms, Oldham Council Tax is projected to increase by 2.99% for 2021/22.

#### *General Increase in Council Tax*

- 7.12 Having regard to the Council Tax policy with a general Council Tax increase of 0.99%, the total 2021/22 Council Tax generated will be at a value of £88.029m.

#### *Adult Social Care Precept*

- 7.13 The revenue raised from the ASCP must be ringfenced to support the increased costs of Adult Social Care, in part caused by Government sanctioned increases in the National Living Wage and the consequent impact on the cost for provision of care. The Government's calculation of Core Spending Power assumes this precept is levied by Oldham and by all Councils (the Government assumes 3% for 2021/22). It is proposed that the precept, which has to be highlighted separately on the face of the Council Tax bill, will be levied by the Council at a 2% increase in 2021/22 with a further 1% increase in 2022/23, thus spreading the impact over two years in accordance with the flexibility included in the LGFS. This will generate an additional £1.914m Council Tax income for 2021/22. This is lower (£0.032m) than had initially been expected due to the reduction in the Tax base.
- 7.14 In addition, the impact of the tax base reduction for 2021/22 also revises the expected Council Tax generated from previous years ASCP figures and results in £0.143m less in Council Tax than would have been expected. This adjustment is on top of historic amounts which will, alongside all other ASCP income, be passported to Adult Social Care services.

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- 7.15 To ensure that Councils are using income from the precept for Adult Social Care, Councils are required to publish a description of their plans, including changing levels of expenditure on Adult Social Care and related services which requires sign off from the Council's Chief Finance Officer (the Director of Finance). In total the Council expects to collect £10.523m from the ASCP in 2021/22.
- 7.16 Although the Government has not advised of ASCP policy intentions beyond 2021/22, it is assumed that it will continue in 2022/23 so that in addition to the 1% increase already planned, a further 1% will be charged (bringing the 2022/23 ASCP to 2%), with a further 2% in 2023/24. Clearly, this position will be revised if Government policy does not allow such an approach.

*Relevant Basic Amount of Council Tax*

- 7.17 Taking the General Council Tax increase and the ASCP together represents an overall increase in Council Tax of 2.99% for Oldham Council services as detailed in Section 15.
- 7.18 Members are reminded that the Council is required to calculate its Relevant Basic Amount (RBA) of Council Tax to determine whether there is a requirement to hold a referendum about a Council Tax increase above a level that the Government considers excessive.
- 7.19 This "excessiveness" is determined annually and for 2021/22 was detailed in 'The Referendums Relating to Council Tax Increases (Principles) (England) Report 2021/22 which was published as part of the LGFS. For 2021/22, the RBA consists of an increase in the RBA of Council Tax comprising a maximum of 2% for general Council Tax plus 3% for the ASCP.
- 7.20 This means that locally for Oldham, the 2021/22 maximum Council Tax increase available should not equal or exceed 5% unless there is an intention to hold a Council Tax referendum. Any increase below 5% would not therefore be classed as excessive and as such a proposed increase of 2.99% would not trigger a referendum.

*Council Tax Reduction (CTR) Scheme*

- 7.21 The CTR Scheme (see report elsewhere on the agenda), sets out how the Council supports residents who qualify for assistance in paying Council Tax. Councils are required by statute to put in place a Local CTR scheme. Any changes to the scheme for the year ahead must be considered and approved annually by Council by no later than 10 March of the preceding financial year. The proposed scheme for 2021/22 is unchanged from the 2020/21 scheme. The financial impact of the Council's proposed scheme is reflected in the Council Tax Tax Base estimates approved by Cabinet on 14 December 2020, which, in turn, underpins the budget estimates included within this report.
- 7.22 As advised at Paragraph 6.38, the Council is receiving a new grant in 2021/22 named the Local Council Tax Support Grant, which compensates the Council for lost Council Tax income as a result of the increase in recipients of CTR. In 2020/21 working age CTR recipients received the benefit of the Government Hardship Fund which enabled the Council to reduce their Council Tax liabilities by a maximum of £150. This scheme is not continuing in 2021/22. However, it is recommended that the Council reviews its financial position during 2021/22 to determine if it is able to provide additional Council Tax hardship relief.

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### *Council Tax Empty Property Premium*

- 7.23 Following a legislative change in 2018 to the Rating (Property in Common Occupation) and Council Tax (Empty Dwellings) Act 2018, the Council currently applies a Council Tax Empty Property Premium of 100% for properties empty and unfurnished for over two years. This policy was introduced from 1 April 2019 to encourage owners of empty properties to bring properties back into use and to help mitigate the impact of reduced Central Government funding.
- 7.24 As part of the revised legislation, Councils were also given the power from 1 April 2020 to introduce additional premiums for properties that have been empty and unfurnished for between five and ten years (200%) and over ten years (300%). However, the Council has chosen not to adopt this additional increase.

### **Parish Precepts**

- 7.25 Parish Precept income is collected by the Council on behalf of the Saddleworth and Shaw and Crompton Parish Councils. This is then paid to the Parish Councils and this income and expenditure is included in the net revenue budget of the Council. These precepts are included on the Council Tax bills of properties falling within these parish areas. The revenue collected is for the benefit of each parish and thus has no impact on the financial projections presented in this report. The revised 2021/22 Parish Precept for Saddleworth Parish Council, for Shaw and Crompton Parish Council and the 2021/22 decrease in the tax base for both parishes produces a total parish precept of £0.300m, an increase of £0.009m compared to 2020/21 (see later in the report for detail).

## 8 2020/21 Revised Budget and Year End Forecasts

8.1 The starting point for the consideration of the 2021/22 budget is the current 2020/21 budget position. Since the 2020/21 budget report was approved by Council on 26 February 2020, there have been a number of further one off funding allocations and amendments. Whilst a number of these additional funding allocations are with regard to COVID, there are also a number of funding adjustments which do not relate to this issue. Members will recall that three reports on the additional funding received in 2020/21 have been presented to Cabinet and have been included within the monthly revenue budget monitoring reports. These funding allocations are also detailed in the table below. The budget for 2020/21 has therefore increased to £292.845m as reported in the **Month 8** financial monitoring report. The revised 2020/21 budget therefore becomes the revised base budget for 2021/22.

**Table 6 – 2020/21 Revised Revenue Budget**

	£000	£000
<b>Net Revenue Budget as at 1 April 2020</b>		<b>233,524</b>
<u>Adjusted by:</u>		
Additional Public Health Grant funding notified in 2020/21		606
Additional Discretionary grants in lieu of Business Rates		3
<b>Adjusted Net Revenue Budget</b>		<b>234,133</b>
<b>New One-Off Grant Funding Adjustments</b>		
Section 31 grant for Collection Fund Deficit (to be transferred to Reserves)	25,456	
Additional COVID funding (Tranches 2, 3 & 4)	15,055	
Discretionary Business Grants	9,467	
Sales, Fees and Charges Income Compensation	2,206	
Capital Grants	2,459	
Opportunity Area Grant	1,580	
Section 31 Grant Compensation - Irrecoverable Collection Fund Losses	1,000	
Local Authority Emergency Assistance Grant	361	
School Improvement Monitoring & Brokerage Grant	259	
New Burdens Funding – Business Grants Round 1	170	
Local Reform and Community Voices Grant	161	
Support to Clinically Extremely Vulnerable (CEV) Individuals	145	
Staying Put Grant	116	
New Burdens Business Grants Round 2	76	
War Pensions Disregard Grant	45	
Wellbeing for Education Return Grant	38	
Extended Rights to Free Travel Grant	38	
Verify Earnings and Pension Service Grant	30	
SEND Regional Co-ordinator Grant	24	
Transport Grant	9	
External Personal Adviser Duty Implementation Grant	8	
Local Housing Allowance Changes	2	
<b>Total Budget Adjustments</b>		<b>58,705</b>
<b>Total Revised Net Revenue Budget</b>		<b>292,838</b>

8.2 The table below details the 2020/21 Month 8 year-end forecast position against budget for each Portfolio after the planned transfers to and from reserves:

**Table 7 – 2020/21 Month 8 Year-End Forecast Position against Budget**

	Budget	Forecast	In Year Use of Transfer To/ From Reserves	Variance Month 8	Variance Month 7
	£000	£000	£000	£000	£000
People and Place	61,947	66,834	(211)	4,676	5,171
Community Health and Adult Social Care	63,640	73,899	(27)	10,232	10,216
Children's Services	49,691	59,239	(697)	8,851	8,490
Communities and Reform	34,515	37,884	(1,295)	2,077	2,216
Commissioning	9,802	12,692	(2,047)	843	687
Chief Executive	7,712	7,437	-	(276)	(203)
Capital, Treasury and Corporate Accounting	12,347	21,261	-	8,912	7,988
Discretionary Business Support Grants	9,467	9,467	-	-	-
Covid Funding – Government Grant	17,261	-	(7,641)	(24,902)	(23,978)
Additional Section 31 Grant – Business Rate Reliefs	25,456	-	25,456	-	-
Additional Section 31 Grant - Irrecoverable Losses	1,000	-	1,000	-	-
Resources Returned by External Partners	-	(2,083)	-	(2,083)	(2,083)
<b>NET EXPENDITURE</b>	<b>292,838</b>	<b>286,630</b>	<b>14,538</b>	<b>8,330</b>	<b>8,504</b>
<b>FINANCED BY:</b>	<b>(292,838)</b>	<b>(292,838)</b>	-	-	-
<b>NET FORECAST VARIANCE</b>	-	<b>(6,208)</b>	<b>14,538</b>	<b>8,330</b>	<b>8,504</b>

8.3 The forecast outturn to the end of the year, after a predicted and proposed (net) in-year transfer to reserves totalling £14.538m is an adverse variance of £8.330m (including COVID pressures) and there are a range of services that are contributing to this current forecast as set out in the following paragraphs:

8.4 The People and Place Portfolio has a reported pressure of £4.676m compared to £5.171m at Month 7, a decrease of £0.495m with a proposed net use of reserves totalling £0.211m. Economic Development is reporting an overspend of £4.425m across Catering and Cleaning, Car Parking, Estates, Strategic Housing and Planning and Infrastructure. There is an adverse variance in Enterprise and Skills of £0.648m which is as a result of a range of pressures across the Town Centre area including Markets, whilst the ICT and Customer Services service is forecasting an overspend of £0.304m. The pressures are offset by a forecast underspend of £0.638m in Environmental Services.

8.5 Community Health and Adult Social Care is reporting an overspend of £10.232m of which £8.672m is as a result of COVID. The Business as Usual pressure is predominantly linked to the rising cost and demand for Community Care and the Transforming Care Programme. There is also a pressure within the Mental Health service as a result of an increase in costs associated with the support for residents with Dementia.

8.6 The pressure of £8.851m within Children's Services includes additional costs of £5.540m incurred as a result of the global pandemic. Children's Social Care is reporting an adverse variance of £7.931m (£2.849m of which is as a result of COVID) in the main relating to the provision of in-house residential care, placements and staffing pressures, plus a further £1.660m of unachievable savings. There is a further forecast operational deficit of £2.863m as a result of increased costs in the main relating to social care placements including Out

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of Borough and to a much lesser extent certain elements of staffing costs. Education, Skills and Early Years is predicting a £1.022m overspend due to increased costs being incurred by the Home to School Transport service due to new social distancing measures. Other smaller pressures within this service area include loss of income as a result of the pandemic, additional expenditure within SEND reform and half term opening costs for Out of Borough educational placements. These pressures are offset by smaller favourable variances within Preventative Services.

- 8.7 The Communities and Reform portfolio is reporting an adverse variance of £2.077m, of which £2.962m is as a result of COVID being offset by a favourable variance of £0.885m of Business as Usual activities. Within the portfolio, Youth, Leisure and Communities is projecting an overspend of £2.594m of which, the contractual commitment to a third party supplier during the national lockdown is the main contributor.
- 8.8 Smaller variances prevail in the Commissioning Portfolio (an overall adverse variance of £0.843m) and Chief Executive (a favourable variance of £0.276m). Capital Treasury and Corporate Accounting is reporting an adverse variance of £8.912m which largely is as a result of lost income from Treasury Management activities due to the global pandemic.
- 8.9 The forecasts include the receipt of additional Section 31 Grants of:
- £25.456m to compensate the Council for Business Rates reliefs (and hence lost Business Rates income) awarded in 2020/21; and
  - £1.000m in relation to irrecoverable 2020/21 Council Tax and Business Rates losses.
- 8.10 The financial impact of both these issues manifests itself in 2021/22 and so these grants are both being transferred into the balancing budget reserve in 2020/21 and as highlighted in later paragraphs are used to support the 2021/22 financial position.
- 8.11 Management action has been initiated across all service areas to review and challenge planned expenditure, the recruitment of staff to vacant posts and significant items of expenditure continue to be monitored via a corporate process. Efforts are being made to maximise income. Such service and corporate action will continue with the aim of bringing expenditure nearer to the resources available. The effectiveness of management actions will continue to be closely monitored by Directorate Management Teams with regular progress updates being provided to Portfolio holders and Senior Officers.
- 8.12 There has been a significant reduction in the forecast deficit throughout recent months which in the main, is as a result of additional funding being provided by Government to support the Council's response to COVID. A total of £24.902m has been received (including £7.641m received in 2019/20 and brought forward as a reserve). A further reduction in the overspending is anticipated as a result of further funding being provided by Central Government and contributions from partners alongside management actions. This should be evidenced in the month 9 report that will be presented to Cabinet later in March 2021.
- 8.13 However, Members should note that any adverse pressure remaining at the end of the financial year will be required to be met from reserves. As detailed in section 13, the Council currently holds sufficient reserves to address any financial shortfall in 2020/21, however, any use of reserves impacts on the financial resilience of the Council.

## 9 Base Budget Adjustments and Revisions to 2021/22 Budget Estimates

- 9.1 The Council regularly reviews the assumptions and methodologies used to calculate the budget reduction requirement as part of its Medium Term Financial Strategy. This is informed by new or updated funding notifications from Central Government, trends in inflation, other Government policy announcements and changes in issues directly under the influence of the Council. The estimates underpinning the calculation of the budget reduction requirement are based on current (2020/21) performance and service delivery levels adjusted for the financial impact of previously approved budget reductions, policy decisions, expenditure pressures, and additional burdens arising from new legislation or Central Government policy initiatives.
- 9.2 Members will recall that the initial budget reduction requirement for 2021/22 that was included in the Budget Report for 2020/21 and approved by Council on 26 February 2020 was £23.251m. This was partly caused by the reliance on £15.158m of one off measures to balance the 2021/22 budget, however, the estimate was also based on a series of assumptions. The overarching challenge in preparing a MTFs covering the period from 2021/22 onwards was that Central Government had only advised of guaranteed funding allocations on major funding streams until the end of 2020/21. This made it extremely difficult to confidently predict the budget reduction requirement for financial years beyond 2020/21.
- 9.3 It had also been expected that a full Comprehensive Spending Review (CSR) of Government funding would have taken place during 2020/21 and this would have provided the opportunity to improve forecasting over the next CSR period. As advised earlier in the report, the uncertainty caused by the pandemic has delayed the CSR process and Government funding estimates beyond 2021/22 remain subject to revision.
- 9.4 However, during 2020/21 work took place to update and revise the budget reduction requirement based on a review of base budget adjustments, revised cost pressures (adverse and favourable) influenced by local and national factors and Government funding changes. In this regard Members will recall that finance update reports were presented to Cabinet on 24 August 2020 and 30 November 2020 which advised that the budget reduction requirement for 2021/22 had increased to a rounded £30.000m. The precise sum was £29.940m. The changes to the estimates are shown in the table below and explained in the following paragraphs.

**Table 8 – 2021/22 Revised Forecasts as at November 2020**

	2021/22 Forecasts £000
<b>Budget Reduction Requirement - Forecasts as at 26 Feb 2020</b>	<b>23,251</b>
Unachieved budget reductions	2,089
Loss of Treasury Management Income	6,600
Investment Fund	(500)
Development Fund	(175)
Software Licenses	125
Coroners Service	50
Support for Third Party Provider	500
<b>Revised Budget Reduction Requirement</b>	<b>31,940</b>
Flexible use of Capital Receipts 2021/22	(2,000)
<b>Adjusted Budget Reduction Requirement</b>	<b>29,940</b>

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## Revisions to Expenditure Estimates – November 2020

### Unachieved Budget Reductions

9.5 The budget for 2021/22 was prepared on the basis that all anticipated budget reductions would be achieved. As advised in the monitoring reports presented to Members during 2020/21, a number of these budget reductions have not been delivered as planned. A key element of this has been the impact of COVID. Nonetheless, in order to provide stability, the 2021/22 budget must be amended to reflect a corrected base position. The individual elements that make up this £2.089m are:

- Service efficiencies of £1.660m from Children’s Social Care approved within the 2019/20 budget to reflect the investment that the Council had made in the service to support increased staffing levels but also embed new ways of working;
- Additional savings of £0.013m approved within the 2019/20 budget, the second year element of a budget reduction in the day care services contract;
- An increase of £0.103m in income expected from a second phase of bus lane enforcement. This was also approved in the 2019/20 budget;
- A budget reduction of £0.150m for 2020/21 in relation to a direct payments review; and
- A part non- achievement of a 2020/21 budget proposal relating to the property savings and accommodation review at £0.163m.

### Loss of Treasury Management Income

9.6 The Council has in previous years relied on Treasury Management income from dividends and investments to support its budget. Due to the impact of COVID and low interest rates, this income has substantially reduced. This must therefore be reflected by increasing the budget pressure of the Council by £6.600m.

### Investment Fund

9.7 The original budget estimates for 2021/22 included an allocation of funding to account for the on-going revenue resource implications of the Capital programme (entitled Investment Fund). Following a review of the Capital Programme, it was assessed that the funding requirement could be reduced by £0.500m from £4.400m to £3.900m.

### Development Fund Allocation

9.8 A funding allocation of £1.000m had been included in the estimates to facilitate the funding of business developments which may be identified subsequent to or during the budget process. Following the identification of £0.175m of pressures, these have been funded as follows:

- The allocation of £0.125m to support the increase in costs of software licences as a result of new ICT initiatives that the Council requires to support day to day business and future transformational activities.
- An anticipated increase in the funding required to support the Coroners Service (£0.050m).

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## Support for a Third Party Service Provider

- 9.9 During 2020/21 the Council has supported a third party supplier experiencing pressures arising from COVID. It was anticipated that further support of £0.500m may be required in 2021/22 and this has been built into the budget estimates.

## Flexible Use of Capital Receipts

- 9.10 In line with the MTFs estimates prepared for 2021/22, it had been assumed that there would be the opportunity to take advantage of using capital receipts to support transformational activity. This assumption of £2.000m was therefore included in the revised mid-year position. This has the impact of reducing the budget reduction requirement.

## Further Revisions to Budget Estimates

- 9.11 The receipt of the LGFS and the announcement of the February 2021: COVID-19 Funding for Local Government in 2021 to 2022 Policy Paper has enabled the budget reduction requirement to be updated with Government funding allocations. The opportunity to revise Council estimates has also been taken and this has moved the budget reduction requirement from £29.940m to £27.623m, prior to the adjustment for the Collection Fund Deficit relating to the awarding of Business Rates Reliefs in 2020/21, which will be explained in paragraph 9.64.
- 9.12 Taking into account all of the above issues, this section of the report explains the revised budget estimates underpinning the calculation of the updated 2021/22 budget reduction requirement. The starting point for the calculation is the latest approved net revenue budget for 2020/21 of £292.838m. Due to the high level of temporary one-off funding received in 2020/21 it is then necessary to exclude this at a value of £58.705m, in line with the Month 8 monitoring position as shown in Section 8. As shown in the table below, the starting point for the 2021/22 estimates is then £234.133m.

**Table 9 – Base Budget Adjustment**

	2021/22
	£000
<b>2021/22 Net Revenue Budget at Month 8</b>	<b>292,838</b>
Adjustment for new one off funding in 2020/21	(58,705)
<b>Prior Year Adjusted Net Revenue Budget</b>	<b>234,133</b>

9.13 The table below highlights the movements from the budget reduction requirement of £29.940m to £27.623m, with explanations of the key issues in the following paragraphs.

**Table 10 – Revised Budget Reduction Requirement**

	2021/22 Forecasts at 30/11/20	Change	2021/22 Revised Forecasts
	£000	£000	£000
<b>Expenditure</b>			
<b>Prior Year Net Revenue Budget</b>	<b>234,133</b>	<b>0</b>	<b>234,133</b>
One-Off Funding Adjustments	963	1,642	2,605
2020/21 In Year Expenditure Pressures	9,039	441	9,480
COVID Legacy - Estimated expenditure pressures / income losses in 2021/22	0	7,737	7,737
2021/22 Expenditure Pressures	11,950	(2,159)	9,791
Passported Expenditure	2,019	(166)	1,853
Levies	(234)	(393)	(627)
<b>Total Expenditure</b>	<b>257,870</b>	<b>7,102</b>	<b>264,972</b>
<b>Funding</b>			
Core Government Funding	53,678	(1,087)	52,591
Other Government Funding	21,820	13,820	35,640
Retained Business Rates	50,983	(364)	50,619
Council Tax	101,449	(2,597)	98,852
<b>Total Funding</b>	<b>227,930</b>	<b>9,772</b>	<b>237,702</b>
<b>Budget Reduction Requirement</b>	<b>29,940</b>	<b>(2,670)</b>	<b>27,270</b>
General Collection Fund Deficit (excluding the impact of Business Rate Reliefs)	0	353	353
<b>Budget Reduction Requirement</b>	<b>29,940</b>	<b>(2,317)</b>	<b>27,623</b>

### One-Off Funding Adjustments

9.14 The revised budget for 2021/22 had anticipated an adjustment of £0.963m for the impact items included within the budget on a one-off basis. Most of these were confirmed when the budget was revised in November 2020. However, since then there has been a further amendment to estimates resulting in further adjustments totalling £1.642m as follows:

- It had been assumed that the Council would receive grant funding totalling £0.358m for homelessness services. As advised at paragraph 6.35, this unringfenced grant is being replaced by an increased level of funding, which is in future ringfenced. This requires an adjustment to the presentation of the net revenue budget; and
- The flexible use of capital receipts at a value of £2.000m was included in budget projections in November 2020. This must be adjusted in the budget presentation at this stage. However, it is revisited as a means to balance the budget in Section 11.

9.15 Table 11 therefore shows these one-off adjustments which total £2.605m.

**Table 11 – One-Off Funding Adjustments**

	2021/22 Forecasts at 30/11/20	Change	2021/22 Revised Forecasts
	£000	£000	£000
Adjustment for one off funding in 2020/21 Rough Sleeping Initiative	(37)	0	(37)
Adjustment for one off expenditure in 2020/21 - Creating a Better Place	(750)	0	(750)
Ringfence Flexible Homelessness Support Grant	0	(194)	(194)
Ringfence Homelessness Reduction Grant	0	(164)	(164)
Flexible use of Capital Receipts 2020/21	3,750	0	3,750
Flexible use of Capital Receipts 2021/22	(2,000)	2,000	0
<b>Total other base adjustments</b>	<b>963</b>	<b>1,642</b>	<b>2,605</b>

**2020/21 Increased Expenditure / Loss of Income**

9.16 A number of increases in expenditure and losses of income have been experienced in 2020/21, highlighted through the budget monitoring process. A total of £9.039m of these pressures had been recognised when the revised budget forecast was reported to Cabinet. The reasons for these planned spending increases and revisions to the estimates are presented in paragraphs 9.17 to 9.20. Whilst management action, where appropriate, is in place to mitigate these pressures and bring expenditure levels closer to the resources available, increases to the 2021/22 budget will be required in a number of service areas as set out below.

*Unachieved Budget Reductions*

9.17 The budget for 2021/22 was prepared on the basis that all anticipated budget reductions would be achieved. As already explained at paragraph 9.5, it has been assessed that the budget needs to be adjusted by £2.089m to ensure stability for 2021/22.

*Educational Services*

9.18 A number of services within the Education, Skills and Early Years Directorate have experienced budgetary pressures during 2020/21. Whilst it was recognised that the Educational Psychology Services and the Quality, Effectiveness and Support Team (QUEST) have income generation targets, which, given the way in which the services are now being provided are not now considered achievable, there has also been further staffing pressures in year. Again, in order to ensure stability for 2021/22, this has been addressed with the addition of a total of £0.421m added to the service budget.

*Early Payment Scheme*

9.19 The Council has an income generation target for the early payment scheme. As has been reported in financial monitoring reports, excluding any pressures related to COVID, the target requires revising to more achievable level, resulting in an adjustment of £0.120m to the budget.

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### Treasury Management

- 9.20 As advised at paragraph 9.6, the Council has in previous years relied on Treasury Management income to support its budget. Due to the impact of COVID, this income has substantially reduced, and the estimate has now been revised to £6.850m. This could not have been foreseen when the original budget estimates were prepared in February 2020 and this must therefore be reflected by increasing the budget pressures.

#### Summary of 2020/21 Increased Expenditure Items

- 9.21 The changes to the estimates described above are summarised in Table 12 and show the anticipated increase in expenditure of £9.039m has increased by £0.441m to £9.480m.

**Table 12 - 2020/21 In Year Increased Expenditure / Loss of Income**

	2021/22 Forecasts at 30/11/20	Change	2021/22 Revised Forecasts
	£000	£000	£000
Unachieved budget reductions	2,089	0	2,089
Educational Services	230	191	421
Early Payment Scheme	120	0	120
Loss of Treasury Management Income	6,600	250	6,850
<b>Total 2020/21 In Year Pressures</b>	<b>9,039</b>	<b>441</b>	<b>9,480</b>

#### **COVID Legacy - Estimated expenditure pressures / income losses in 2021/22**

- 9.22 The following pressures have been identified as a continuation of increased expenditure or loss of income in relation to COVID. These amounts represent the full use of Government funding allocations as detailed in Section 6 at paragraphs 6.40 to 6.41.

#### *Income Reductions / Cost Pressures and Home to School Transport*

- 9.23 During 2020/21 the pressures related to COVID have been constantly monitored. As is highlighted in the month 8 monitoring report, expenditure pressures in year are currently exceeding the resources available, largely related to COVID. One of the main pressures being experienced in 2021/22 is the loss of treasury management income. This is one area of loss that the Sales, Fees and Charges compensation scheme does not cover. The Council has had therefore to cover this loss itself. As has been explained earlier, this ongoing loss has been adjusted for in the estimates and will not therefore impact further on 2021/22.
- 9.24 Working on the Governments assumption that the impact of COVID will reduce during 2021/22 it had been assumed that general pressures of up to £3.000m would be COVID related with £0.741m specifically related to the costs associated with the provision of home to school transport due to demand and the social distancing measures required. These areas of increased expenditure are fully covered by the Government Grant allocation of £7.737m.

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### *Other Expenditure*

- 9.25 As had been noted, the Government has allocated £7.737m of COVID specific grant which will fund other pressures. In line therefore with this allocated sum, additional pressures of £3.996m have been assumed to match the allocation. Covid related pressures will be closely monitored in 2021/22.

### Summary of COVID Legacy - Estimated expenditure pressures / income losses in 2021/22

- 9.26 The items described above are summarised in Table 13 and show the new anticipated increases in COVID Legacy expenditure of £7.737m fully financed by Government Grant.

**Table 13 – COVID Legacy Expenditure**

	2021/22 Forecasts at 30/11/20 £000	Change £000	2021/22 Revised Forecasts £000
Covid Legacy - Income reductions / cost pressures	0	3,000	3,000
Covid Legacy - Home to School Transport	0	741	741
Covid Legacy - Other	0	3,996	3,996
<b>Total COVID Legacy - Estimated expenditure pressures / income losses in 2021/22</b>	<b>0</b>	<b>7,737</b>	<b>7,737</b>

### **2021/22 Expenditure Pressures**

- 9.27 The following expenditure pressures have been identified as part of a further review of the 2021/22 budget estimates.

#### *Investment Fund*

- 9.28 The first review of the budget reduction requirement for 2021/22 identified that the allocation of funding to account for the on-going revenue resource implications of the Capital programme could be reduced by £0.500m. A second review has taken place which identified a further reduction of £1.650m from £3.900m to £2.250m as a result of re-profiling the Capital Programme.

#### *Pay Inflation*

- 9.29 The original estimates assumed that pay awards would average 2.5%. Given the announcement in the Government Spending Review that it expects public sector pay awards to be limited, the anticipated addition to the budget has been reduced by £1.017m from £1.850m to £0.833m which should be sufficient to cover pay awards for those on lower pay points of the NJC scales should it be agreed that there is an uplift in pay for a smaller set of employees as has been the case in the past, or for a general increase of up to 1%.
- 9.30 In February 2021 the three biggest Local Government Trades Unions submitted to Government a claim for a 10% increase for all Council and school support employees. This mirrors a submission in 2020/21 which after negotiations, the Trades Unions subsequently agreed to an increase of 2.75%.
- 9.31 Whilst the Government has suggested that it expects public sector pay awards to be limited, it is the National Joint Council (NJC) which determines the award for the Local Government Sector as a whole, taking into account the Governments suggestions and the Trades

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Unions response. Pending the outcome of any negotiations it is prudent to put aside resources for any improved offer and as such a reserve of £1.000m will be held to mitigate a potential further increase up to a total of 2.5%.

*Contractual and Service Inflation*

- 9.32 A review of the budget estimates for contractual price and service cost inflation identified a requirement for £1.700m in order to address anticipated pressures in 2021/22. This estimate is unchanged.

*Children's Social Care Increased Pressures*

- 9.33 In recognition of the financial pressures experienced in 2020/21 and the national trends in Children's Social Care expenditure, additional resources of £1.500m are required to bring further stability to the Children's Social Care budget.

*Adult Social Care Demographics*

- 9.34 In recognition of the financial pressures experienced by the service in 2020/21, demographic movements and the national trends in Adult Social Care expenditure, additional resources of £1.500m are required to support the Adult Social Care budget.
- 9.35 There are specific reserves that are available to address any overspending in 2021/22 should it be required for either Children's or Adult's Social Care Services.

*Development Fund*

- 9.36 At the revised estimate stage, £0.175m of the £1.000m Development Fund had been allocated, leaving £0.825m available. This can now be released to support the budget.

*Support for a Third Party Provider*

- 9.37 The revised estimate assumed that £0.500m of support may be required for a third party provider. Given the worsening COVID position, it is expected that this support will need to increase by a further £0.500m.

*DSG Inherited Liabilities*

- 9.38 In response to the funding notifications from the Department of Education, a review of the funding available for historic commitments chargeable to the Central Schools Services Block of the DSG has been undertaken. This has identified that a sum of £0.265m can no longer be charged to the DSG. This relates to historic commitments including on-going pension liabilities. These costs will not cease and therefore as they cannot be charged to the DSG, they must be met from the Council's revenue budget.

*Software Licences*

- 9.39 At the revised estimate stage £0.125m was allocated to support the additional cost of software licences. There has been no change to this position.

*Coroners Services*

- 9.40 A further review of the requirement for resources to support the Coroners Service has determined that the previously assumed additional £0.050m resource allocation is no longer required.

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*Domestic Abuse Safe Accommodation*

- 9.41 Paragraphs 6.44 and 6.45 detail the new Domestic Abuse Safe Accommodation Funding Allocation for the Council in 2021/22. The Council is to receive £0.578m of unringfenced Government grant funding which will initially be held corporately whilst the detailed budget requirements are considered.

*Housing Benefit Administration Grant*

- 9.42 The Council has been notified of an indicative increase of Housing Benefit Administration Grant of £0.040m bringing the total grant to £0.818m. As this is an indicative allocation it will be held corporately until formal confirmation of the funding is received.

Summary of 2021/22 Expenditure Pressures

- 9.43 The changes to the estimates described in paragraphs 9.27 to 9.41 are summarised in Table 14 below and show a reduction of £2.159m, from an overall expected pressure of £11.950m to £9.791m.

**Table 14 - 2021/22 Expenditure Pressures**

	2021/22 Forecasts at 30/11/20	Change	2021/22 Revised Forecasts
	£000	£000	£000
Investment Fund	3,900	(1,650)	2,250
Pay Inflation	1,850	(1,017)	833
Contractual and Service Inflation	1,700	0	1,700
Childrens Social Care Growth	1,500	0	1,500
Adult Social Care Pressures demographics	1,500	0	1,500
Development Fund	825	(825)	0
Support for Third Party Provider	500	500	1,000
Inherent Liabilities	0	265	265
Software Licenses	125	0	125
Coroners Service	50	(50)	0
Domestic Abuse Safe Accommodation	0	578	578
Housing Benefit Administration	0	40	40
<b>Total 2021/22 Expenditure Pressures</b>	<b>11,950</b>	<b>(2,159)</b>	<b>9,791</b>

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## Funding Passported Directly to Services

### *Adult Social Care Precept (ASCP)*

- 9.44 As previously advised, the Government permits Councils to raise additional Council Tax via an Adult Social Care Precept (ASCP). A condition of raising the precept is that the additional funding generated must be ringfenced to finance increases in costs associated with Adult Social Care. The funding is therefore passported directly to the Community Health and Adult Social Care Directorate. A 2.00% increase to the ASCP (to reflect 2021/22) Council Tax Policy) will generate an additional £1.844m. This has reduced by £0.175m from the level anticipated due to the reduction in the Tax base as previously described.

### *Parish Precepts*

- 9.45 There has been a small increase of £0.009m to the level of Parish Precepts as a result of the change to the Tax Base (minus £0.001m) and increases to the Saddleworth Parish Precept (plus £0.007m) and the Shaw and Crompton Parish Precept (plus £0.003m). This change has no detrimental impact to the Council.

### Summary of Funding Passported Directly to the Service

- 9.46 The changes to the estimates as described in paragraphs 9.41 to 9.42 are summarised in Table 15 below and show an overall reduction of £0.166m from an anticipated increase in resources of £2.019m to a net increase of £1.853m.

**Table 15 - Funding Passported Directly to the Service**

	2021/22 Forecasts at 30/11/20	Change	2021/22 Revised Forecasts
	£000	£000	£000
Passporting of Adult Social Care Precept (ASCP)	2,019	(175)	1,844
Revised Parish Precept	0	9	9
<b>Total Passported Expenditure</b>	<b>2,019</b>	<b>(166)</b>	<b>1,853</b>

## Levies

### *GMCA – Waste Disposal Levy*

- 9.47 The GMCA approved its Waste Disposal levy for 2021/22 on 12 February 2021 at a value of £16.892m. When the 2020/21 budget was set there was an initial indication that the levy would reduce by a value of £0.236m and the final figures now contain a further reduction of £0.320m resulting in a total decrease of £0.556m compared to the 2020/21 amount.

### *GMCA – Transport Levy*

- 9.48 The GMCA also approved its 2021/22 Transport Levy payable by the Greater Manchester Districts on 12 February 2020. No change had been assumed from the 2020/21 level of £8.861m but Oldham's Transport Levy has reduced by £0.017m to a value of £8.844m.

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### *GMCA – Transport Statutory Charge*

- 9.49 Following the GMCA (Functions and Amendment) order being laid in April 2019, the GM Mayor was given further powers for transport functions. The order gave the GM Mayor the ability to make a statutory charge to District Councils in relation to transport functions (with a corresponding reduction in the Transport Levy). This statutory charge for 2020/21 was of £7.263m and no change had been assumed, however the Oldham Statutory Charge was agreed at £7.250m, a reduction of £0.013m

### *Contributions to GM-Wide Activities*

- 9.50 The GMCA approved its 2021/22 budget on 12 February 2021 and contributions to GM wide activities also reduced by £0.044m resulting in a total value of £0.786m.

### *Environment Agency Local Levy*

- 9.51 On 10 February 2020 the Environment Agency met to confirm levy amounts for the 2021/22 financial year.
- 9.52 For planning purposes, it had been assumed that the amount would increase in line with previous years and whilst not of a significant value, £0.002m had been added to the estimates for 2021/22. The confirmed figure contains another slight increase of £0.001m resulting in a levy at a value of £0.111m.

### Summary of Levies/Contributions

- 9.53 The changes to the estimates relating to Levies described in paragraphs 9.44 to 9.49 are summarised in Table 16 and show an anticipated reduction of £0.627m.

**Table 16 – Impact of Levies**

	2021/22 Forecasts at 30/11/20 £000	Change £000	2021/22 Revised Forecasts £000
GMCA - Waste Disposal Levy	(236)	(320)	(556)
GMCA - Transport Levy	0	(17)	(17)
GMCA - Transport Statutory Charge	0	(13)	(13)
Contributions to GM-Wide Activities	0	(44)	(44)
Environment Agency Levy	2	1	3
<b>Total Levies</b>	<b>(234)</b>	<b>(393)</b>	<b>(627)</b>

- 9.54 The table below presents the overall expected position for GMCA levies and the Environment Agency Levy. It shows an overall reduction of £0.627m in line with the table above.

**Table 17 – Levies/Statutory Charge/Contributions for 2021/22**

Levy/Contribution	2020/21 Budget £000	2021/22 Budget £000	Difference £000
GMCA - Waste Disposal Levy	17,448	16,892	(556)
GMCA - Transport Levy	8,861	8,844	(17)
GMCA - Transport Statutory Charge	7,263	7,250	(13)
Contributions to GM-Wide Activities	830	786	(44)
Environment Agency	108	111	3
<b>Levies/Contributions for 2021/22 and change from 2020/21</b>	<b>34,510</b>	<b>33,883</b>	<b>(627)</b>

### Impact of 2020 Spending Round and LGFS

- 9.55 The 2020 Spending Round announcement, the LGFS and the February 2021: COVID-19 Funding for Local Government for 2021 to 2022 Policy Paper covered previously in Section 6 of the report have resulted in changes to the Business Rates Top Up grant and Grants in Lieu of Business Rates. These are set out in the table below.

**Table 18 – Core Government Funding**

	2021/22 Forecasts at 30/11/20 £000	Change £000	2021/22 Revised Forecasts £000
<b>Funding</b>			
Business Rates Top Up	41,541	207	41,748
Grants in Lieu of Business Rates	12,137	(1,294)	10,843
<b>Total Funding</b>	<b>53,678</b>	<b>(1,087)</b>	<b>52,591</b>

### Other Unringfenced Government Grants

- 9.56 Section 6 of the report details Government announcements included within the LGFS relating to the continuation of specific funding streams associated with grants including the Improved Better Care Fund, Social Care Support Grant, Local Council Tax Support Grant and Housing and Council Tax Benefit Administration Grants. This funding now totals £35.640m, an increase of £13.820m compared to the original February 2020 estimates as detailed at paragraph 6.48.
- 9.57 These funding adjustments are summarised in Table 19 below.

**Table 19 – Other Unringfenced Government Grants**

	2021/22 Forecasts at 30/11/20 £000	Change £000	2021/22 Revised Forecasts £000
<b>Total Other Unringfenced Government Grants</b>	<b>21,820</b>	<b>13,820</b>	<b>35,640</b>

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## Locally Generated Income

### *Retained Business Rates*

- 9.58 It was anticipated that Retained Business Rates income for 2021/22 would be £50.983m. This estimate has been revised down to £50.619m as a result of the completion of the Government return the NNDR1. The Council submitted to the MHCLG a locally determined and approved Business Rates forecast through the National Non-Domestic Rates (NNDR 1) return by the due date of 31 January 2021. This change to the Retained Business Rates figure was approved under delegated authority by the Deputy Leader and Cabinet Member for Finance and Green in consultation with the Director of Finance.

**Table 20 – Retained Business Rates**

	2021/22 Forecasts at 30/11/20	Change	2021/22 Revised Forecasts
	£000	£000	£000
Retained Business Rates	50,983	(364)	50,619
<b>Total Funding</b>	<b>50,983</b>	<b>(364)</b>	<b>50,619</b>

### *Council Tax*

- 9.59 Section 7 of the report details the Council's policy in regard to Council Tax and the Adult Social Care Precept.

### *Council Tax for General Purposes*

- 9.60 The approved tax base has decreased by 463 from 57,663 to 57,200. This had not been anticipated when original estimates for 2021/22 were prepared. Indeed, an increase of at least 500 had been anticipated. In addition, the original planning assumption, in line with the previous Council Tax policy, was for a 1.99% general increase to Council Tax and the revised policy of a 0.99% general increase also lowers the anticipated Council Tax income. The net effect of the reduced tax base combined with the anticipated general increase to Council Tax is a reduction of £2.431m from £90.460m to £88.029m.

### *Adult Social Care Precept*

- 9.61 Council Tax policy is to increase the Adult Social Care Precept by 2% for 2021/22 and a further 1% for 2022/23 (a total of 3% split over 2 financial years). This precept has to be highlighted separately on the face of the Council Tax bill. The 2021/22 increase will generate an additional £1.914m Council Tax income. This is a reduction on the anticipated sum of £1.946m due to the impact of the reduction in the tax base. This sum will be passported in full to support Adult Social Care.
- 9.62 In addition, the decrease to the tax base for 2020/21 also impacts on previous years ASCP figures and reduces the sum anticipated in 2021/22 by £0.143m. Rather than £8.752m a slightly lower sum of £8.609m will be generated. This sum will however be passported to Adult Social Care services.

### *Parish Precepts*

- 9.63 The Parish Precept expenditure referenced at paragraph 9.45 reflects a slightly increased position from 2020/21 resulting in income of £0.300m.

## Summary of Council Tax Income

- 9.64 Full Council Tax levels and calculations are presented in Section 15 of this report and show, due to the reduction in the Taxbase, an overall reduction in anticipated Council Tax income from £101.449m to £98.852m.

**Table 21 – Council Tax Income**

	2021/22 Forecasts at 30/11/20	Change	2021/22 Revised Forecasts
	£000	£000	£000
Council Tax Income	90,460	(2,431)	88,029
Adult Social Care Precept 2021/22	1,946	(32)	1,914
Adult Social Care Precept 2016/17 to 2020/21	8,752	(143)	8,609
Parish Precepts	291	9	300
<b>Total Locally Generated Income</b>	<b>101,449</b>	<b>(2,597)</b>	<b>98,852</b>

## **Collection Fund Deficit**

- 9.65 The Government has recently passed legislation that requires Councils to spread the deficit of the Collection Fund over three years. This will be applied to both Council Tax and non-domestic rates and has been incorporated into the regulatory process of estimating the Collection Fund deficits. This will mean that 2020/21 Collection Fund deficit will still be recovered but allowing the longer time frame, reduces the impact on the 2021/22 budget setting process.
- 9.66 As advised in the month 8 monitoring report due to the impact of COVID, there is a significant 2020/21 Collection Fund deficit. However, after applying this new legislative approach to normal Collection Fund activity, a deficit of £0.353m must be recovered from the General Fund in 2021/22 with a further £2.092m in both 2022/23 and 2023/24.
- 9.67 In addition, due to the way in which Government awarded Business Rate relief to the retail, leisure, hospitality and nursery businesses after the 2020/21 budget had been set, it has agreed to reimburse the Council for the element of the Collection Fund deficit that this will cause. It is estimated that this will be £25.456m (the final figures will only be confirmed at the end of the financial year). The Government has been reimbursing the Council for this sum during 2020/21 and therefore there are resources available to fully offset this deficit. This funding will be carried forward in to 2021/22 as a reserve.

**Table 22 – Collection Fund Deficit**

	£000
General Collection Fund Deficit (excluding the impact of Business Rate Reliefs)	(353)
Collection Fund Deficit – impact of Business Rates Reliefs	(25,456)
<b>Collection Fund Deficit to be addressed in 2021/22</b>	<b>(25,809)</b>

## Revised Budget Reduction Requirement after Adjustments to Estimates

9.68 The result of these revisions to estimates is that the comparative budget reduction requirement has reduced from £29.940m to £27.623m (excluding the technical adjustment for the Collection Fund deficit caused by Business Rate reliefs) as illustrated at a summary level in the table below and explained in the commentary from paragraph 9.14 to 9.67.

**Table 23 – Revised Budget Reduction Requirement**

	2021/22 Forecasts at 30/11/20 £000	Change £000	2021/22 Revised Forecasts £000
<b>Total Expenditure</b>	<b>257,870</b>	<b>7,102</b>	<b>264,972</b>
<b>Total Funding</b>	<b>227,930</b>	<b>9,772</b>	<b>237,702</b>
<b>Budget Reduction Requirement</b>	<b>29,940</b>	<b>(2,670)</b>	<b>27,270</b>
General Collection Fund Deficit (excluding the impact of Business Rate Reliefs)	0	353	353
<b>Budget Reduction Requirement</b>	<b>29,940</b>	<b>(2,317)</b>	<b>27,623</b>
Collection Fund Deficit – impact of Business Rates Reliefs	0	25,456	25,456
<b>Adjusted Budget Reduction Requirement</b>	<b>29,940</b>	<b>23,139</b>	<b>53,079</b>

9.69 The detailed MTFs estimates for 2021/22 summarised in the table above are shown in full at **Appendix 4**.

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## 10 Budget Reduction Proposals

- 10.1 The approach used by the Administration for balancing the 2021/22 revenue budget has followed on from the successful processes adopted in previous years. Using the well-established Member review process, there has been a review of the financial pressures facing the Council alongside available funding and resources, with a number of revenue budget reduction proposals considered to help bridge the budget reduction requirement.
- 10.2 The revenue budget has been reviewed by Portfolio area with proposals put forward for consideration. The Portfolio areas are as follows:
- Community Health and Adult Social Care
  - People and Place
  - Children's Services
  - Communities and Reform
  - Commissioning
  - Chief Executive
  - Capital, Treasury and Corporate Accounting
- 10.3 Member support for Portfolio specific proposals has been demonstrated by each budget reduction proforma (BR1) bearing the signatures of the relevant Cabinet member.
- 10.4 A total of 43 budget reduction proposals at a cumulative value of £8.920m for 2021/22 with an FTE impact of 97.28 are now recommended for approval.
- 10.5 The FTE impact includes the acceptance of a number of applications for voluntary redundancies. Whilst there is a specific budget reduction proposal relating to voluntary redundancies other budget reduction proposals will be delivered by such means. However, the initial applications were considered when the Government's £95k Exit Payment Cap was in place.
- 10.6 On 12 February 2021 the Government revoked the legislation, hence two applications for voluntary redundancy will now exceed £0.100m in total exit costs and now require specific Council approval. The applications will cost £147,702 and £133,021 respectively (though it should be noted that the majority of these costs relate to pension strain costs payable to the Greater Manchester Pension Fund and as such are non-discretionary and will not be received directly by the individuals). However, the approval of these applications will deliver significant recurring savings of £152,532 per annum and are recommended as such.
- 10.7 The individual budget proposals are presented in summary at **Appendix 5** and in detail at **Appendix 6**. The individual proposed budget reductions and associated values are shown in the table below (excluding REF-BR1-432 at a value of £0.127m which is a one-off use of reserves and is presented in a later table). Net recurrent budget reductions total £8.793m.

10.8 Assuming approval of the budget reduction proposals, the budget reduction requirement for 2021/22 reduces from £53.079m to £44.286m.

**Table 24 – Summary of Proposed Budget Reductions**

	2021/22 £000	2021/22 £000
<b>Revised Budget Reduction Requirement after Adjustments to Estimates</b>		<b>53,079</b>
Community Health & Adult Social Care	(2,729)	
Communities & Reform – excluding £0.127m use of reserves	(499)	
Children’s Services	(911)	
Chief Executive	(134)	
People and Place	(3,225)	
Commissioning	(490)	
Cross Cutting	(805)	
<b>Total Budget Reduction Proposals</b>		<b>(8,793)</b>
<b>Revised Budget Reduction Requirement after Budget Reduction Proposals</b>		<b>44,286</b>

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## 11 Other Financing Means – Flexible Use of Capital Receipts

- 11.1 As part of the 2016/17 LGFS, the Secretary of State for Housing, Communities and Local Government provided Local Authorities with the opportunity to use capital receipts to finance the revenue costs of transformation activity initially for a three year period to March 2019. This flexibility was then extended for three years to 2021/22 as part of the 2018/19 LGFS. It was extended again for a further three year period (2022/23 to 2024/25) in announcements alongside the February 2021 Final LGFS, although the detailed guidance has yet to be issued.
- 11.2 The Council intends to use up to £2.000m of capital receipts to fund elements of Oldham’s transformational agenda in line with the directive guidance and therefore in 2021/22 the first £2.000m of unfettered receipts will be used to support the revenue budget via the financing of transformational projects.
- 11.3 Use of £2.000m of capital receipts was anticipated in the medium term financial strategy, with the expectation that it could be increased. This lower sum (for 2020/21 £3.750m was initially budgeted) is in recognition of the challenge in generating capital receipts a advised in the 2020/21 month 8 financial monitoring report. This could however be revised in year should the generation of capital receipts increase above anticipated levels.
- 11.4 The flexible use of capital receipts is designed to offset the revenue cost of transformational projects which are expected to deliver future ongoing revenue savings for either the Council or other public sector delivery partners.
- 11.5 In order to take advantage of the change of use to capital receipts, the Council must act in accordance with the statutory guidance issued by the Secretary of State. This guidance requires the Council to prepare, publish and maintain a Flexible Use of Capital Receipts Strategy. The Council’s Flexible Use of Capital Receipts Strategy is included in the Capital Strategy (Annex D) presented elsewhere on the agenda.
- 11.6 Once the Flexible Use of Capital Receipts is factored into the revenue budget, the remaining budget reduction requirement reduces to £42.286m as presented in the table below.

**Table 25 – Other Financing Means**

	2021/22 £000
<b>Revised Budget Reduction Requirement after Budget Reduction Proposals</b>	<b>44,286</b>
Flexible use of Capital Receipts 2020/21	(2,000)
<b>Revised Budget Reduction Requirement</b>	<b>42,286</b>

## 12 Use of Reserves

- 12.1 Unusually for 2021/22 there is a technical adjustment required to the budget as a result of the Collection Fund deficit caused by the Government introducing Business Rate reliefs for retail, leisure, hospitality and nursery businesses after the 2020/21 budget had been set. The estimated sum (the final figures will only be confirmed at the end of the financial year) is £25.456m. Government is paying the Council grant compensation for the loss of Business Rates income throughout 2020/21 and this will be carried forward as a reserve. The use of this reserve will then offset part of the Collection Fund deficit.
- 12.2 As already advised a specific reserve of £0.127m representing budget reduction REF-BR1-432 will be used to support the 2021/22 budget.
- 12.3 A key part of the Medium Term Financial Strategy and the budget setting process for 2021/22 is the creation of £29.000m of Earmarked Reserves to support the budget over 2021/22 and 2022/23. The Balancing Budget reserve has been revised to accommodate this. It is therefore, proposed to balance the revenue budget for 2021/22 by utilising corporate reserves at a value of £16.703m. This is comprised of £15.703m of reserves carried forward from 2019/20 and an additional £1.000m created in 2020/21 as a result of the Local Tax Income Guarantee as set out in paragraph 6.39. The balance of the £29.000m, a sum of £12.297m will be used support the 2022/23 revenue budget.
- 12.4 Included within the Reserves Policy 2019/20 to 2020/21 was the requirement for a full review of all reserves to be completed. During 2020/21, the Finance Service in conjunction with budget managers, reviewed each reserve to ensure that resources could be made available to support the future financial resilience of the Council. As explained above, £29.000m of Earmarked Reserves are required to support the 2021/22 and 2022/23 budgets and as a result of this requirement, a significant number of specific reserves set aside to fund corporate initiatives and to manage risk have been decommissioned.

**Table 26 – Use of Reserves**

	2021/22 £000	2021/22 £000
<b>Revised Budget Reduction Requirement</b>		<b>42,286</b>
<b>Use of Balancing Budget Reserve</b>		
Collection Fund Deficit – Business Rates compensation	25,456	
Budget Reduction REF-BR1-432	127	
Specific Reserve - Local Tax Income Guarantee	1,000	
General Use of reserves	15,703	
<b>Total Use of Reserves</b>		<b>42,286</b>
<b>Revised Budget Reduction Requirement after Use of Reserves</b>		<b>0</b>

- 12.5 It is acknowledged that the 2021/22 revenue budget is underpinned by the deployment of reserves and that this is not sustainable in the medium term. However, the Council is committed to delivering its Transformation Programme to support the revenue budget in future years. This is set out in more detail in Section 17; Budget Strategy and Medium Term Financial Planning for Future Years.

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### Ability to Address COVID Related Pressures

- 12.6 An important consideration in preparing the 2021/22 budget is the impact of COVID and the ability of the Council to withstand any additional financial pressures. The Government (via the MHCLG) has provided £7.737m of grant funding to support the impact of COVID. The availability of this resource together with the compensation available from the Sales, Fees and Charges scheme (if required) for which no assessment has been made, give some assurance that the pressures of COVID can be addressed. The Government has advised that it will provide further funding if necessary.
- 12.7 However it is important to note that in addition to the grant funding received from the MHCLG in 2020/21, the Council has also received extensive support to cover a number of initiatives, principally to support hospital discharges into adult social care services but also for a range of costs including personal protective equipment for care providers. This has been financed by the Department of Health via Oldham CCG in line with Government policy. There will be a continuation of such costs beyond 1 April 2021, but the ongoing provision of NHS funding is less clear. On 10 February, NHS England and NHS Improvement wrote to NHS partners to advise that with regard to hospital discharges, new packages of care and designated care settings can be funded into the 2021/22 financial year for up to a maximum of six weeks from the point of discharge, as long as the package/placement starts before the end of March 2021. However, no decisions have been made with regard to funding for discharges from 1 April onwards. There therefore remains a risk that the NHS funding will reduce or be discontinued. Such additional costs have not been specifically factored into the budget for 2021/22 but would have to be managed within resources allocated to fund COVID pressures.
- 12.8 In addition, the Council has received significant COVID specific ringfenced grants in 2020/21. It is anticipated that any of this resource that is not spent by the end of 2020/21 can be carried forward (although none has been included in the year end reserve projections). It is also anticipated that there may be further allocations of specific resources beyond the end of 2020/21, depending on the course of the pandemic. The main pressure caused by COVID for which no Government compensation is provided is the loss of treasury management income. This has been built into the budget estimates and therefore is fully covered and will present no further financial pressure.
- 12.9 The reserves and balances outlined in the next section are also a key element in the Council's ability to manage unforeseen pressures. Reserves are being held to provide support should there be any overspending in both Children's Services and Adult Social Care. Reserves are also available to support the transformation programme which will underpin the Council's budget strategy and also should pay awards be agreed above the available sum built into the budget. Balances have been risk assessed to provide support in case budget reductions are not delivered to timeline.
- 12.10 Reserves and balances would be used should there be any significant unplanned costs, including those arising from the withdrawal of NHS funding for adult social care, that cannot be contained within the extra COVID related resources provided by Government.

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12.11 Given the financial position and uncertainties that will prevail in 2021/22, it is important that the measures introduced in 2020/21 to more effectively manage expenditure are continued (or adapted as appropriate) in 2021/22. Members will recall that these measures were agreed initially in the Financial Update – Budget 2020/21 and 2021/22 report to Cabinet on 24 August 2020 and confirmed in a further report of the same name, approved at Cabinet on 30 November. These measures are:

- A continuous review of the capital schemes within the capital programme to ensure that the schemes are focussed on maximising the benefit to the Borough whilst minimising the revenue impact;
- Maintaining expenditure controls to stop the commissioning of goods and services not deemed essential to the operation of the Council at a time of emergency – both revenue and capital items;
- Maintaining tight recruitment controls and reviewing the use of agency/temporary staff;
- Reviewing all revenue budgets to assess if there is an excess resource that can be reallocated to offset the financial challenge presented by COVID;
- More rigorously enforcing budget holder accountability, especially on all overspending budgets via task and finish meetings with officers and the Cabinet Members with responsibility for the relevant budgets;
- Stopping the introduction of new initiatives unless they are essential (such as a response to a Government initiative) which will enable resources (staffing and financial) to be focussed on existing priorities;
- Maintaining the stringent controls on the use of any reserves in order to minimise the call down of reserves and undertaking a continuous review of reserves to decommission those deemed to no longer be a priority so they are available to underpin the financial position of the Council.

12.12 Whilst the financial challenge remains significant, there are resources available to address to address such challenges in 2021/22 and plans to deliver transformational change that will deliver financial stability. However, the in-year position will be kept under close review with the financial monitoring reports presented to Cabinet being an early indicator that management action is required and allowing the formal agreement of measures to contain expenditure.

12.13 The MTFS section of the report sets out in more detail the strategy to achieve financial sustainability over the period 2022/23 and 2023/24.

### 13 Reserves and Balances

- 13.1 The forecast year-end Earmarked Reserves position presented below reflects the estimated closing balance for 2020/21 and hence the total reserves available for the financial year 2021/22. However, this is before the proposed use of reserves of £42.286m as highlighted at Table 26.

**Table 27 – Reserves Position**

Earmarked Reserves	2020/21 Opening Balance	2020/21 Estimated Closing Balance
	£000	£000
Adverse Weather Reserve	(1,000)	(1,000)
Balancing Budget Reserve - 2020/21	(10,008)	-
Balancing Budget Reserve - 2021/22	-	(42,286)
Balancing Budget Reserve - 2022/23	-	(12,297)
Council Initiatives Reserve	(3,531)	(1,904)
Demand Changes Reserve	(2,000)	-
Directorate Reserves	(1,860)	(1,339)
District Executive Reserves	(629)	(502)
Emergency and External Events Reserve	(2,251)	-
Fiscal Mitigation Reserve	(26,977)	(3,455)
Insurance Reserve	(12,165)	(8,080)
Integrated Working Reserve	(3,986)	(3,297)
Levy Reserve	(403)	(250)
Life Cycle Costs Reserve	(1,580)	(1,080)
Regeneration Reserve	(4,661)	(3,715)
Taxation/Treasury Reserve	(500)	-
Transformation Reserve	(7,809)	(5,710)
<b>Total</b>	<b>(79,360)</b>	<b>(84,915)</b>

- 13.2 Although the estimated level of reserves at the end of 2020/21 is £84.915m, this is artificially high due to the technical requirement to carry forward as a reserve, the £25.456m of Government grant compensation to support the loss on the Collection Fund due to the granting of Business Rates reliefs after the budget was set. The use of this reserve, alongside the use of £16.830m of general reserves to underpin the 2021/22 budget (a total of £42.286m), will therefore utilise in full the 2021/22 Balancing Budget Reserve on 1 April 2021.
- 13.3 In addition, a number of these reserves are committed to finance expenditure planned for future financial years meaning they are not available for alternative uses. However, the final 2020/21 position will not be determined until the year-end accounts have been prepared. It is possible that many of the COVID specific grants received by the Council may not be spent in year and are carried forward to support 2021/22. This would therefore increase the reserves, but as yet it not possible to make a reasonable estimate of such reserves. The availability of these COVID specific reserves is a key strand in the Council's response to managing its COVID related expenditure in 2021/22. There are also discussions with health partners about the availability of resources to support services operating within the S75 Pooled Funding Agreement which would provide further financial resilience.

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- 13.4 As detailed at paragraph 8.13, there is a potential requirement to use reserves to support the 2020/21 budget if additional funding and/or management actions do not reduce the forecast adverse variance. At this stage this is considered unlikely.
- 13.5 Having regard to all relevant information, it is recommended that the level of General Fund balances required to support the 2021/22 budget increases from £15.110m to £15.641m. Under Section 25 of the Local Government Act 2003, the Chief Finance Officer is required to prepare a statement on the adequacy of proposed financial reserves and the robustness of the budget estimates. The statement is included in a report elsewhere on the agenda. Members are reminded, therefore, that any budget proposals have been subject to a risk assessment undertaken by the Director of Finance.

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## 14 Fees and Charges

- 14.1 Attached at **Appendix 7** is the proposed fees and charges schedule for the 2021/22 financial year. It is proposed that an element of the charges have been uplifted following discussions with the Heads of Service and Cabinet Members, however a number are proposed to remain at the same level as the 2020/21 financial year. The proposed value and percentage increase for 2021/22 where applicable for each charge is included within the Appendix.
- 14.2 The requirement to publish the fees and charges schedule arises from paragraph 12.1 of the Finance Procedure Rules *“The Revenue Budget report presented to the relevant Overview and Scrutiny Committee for scrutiny prior to the start of each financial year will include proposals for fees and charges, including any amendments, for the forthcoming financial year. This will be prepared by the Director of Finance in consultation with Heads of Service / Directors. After comments from the Overview and Scrutiny Committee, the final approval of fees and charges will align with the budget process with a report to Cabinet with a recommendation to Council. Any amendments in year should be reported to Cabinet for approval”*.
- 14.3 In determining the proposals, consideration has been given to whether:
- it is appropriate to increase fees and charges in the context of the pandemic;
  - charges need to increase to keep pace with service specific cost pressures and inflation in order to avoid creating a future budget pressure;
  - proposals support the long-term sustainability and viability of services which rely on a significant proportion of fee income to cover service costs;
  - increased charges are necessary to mitigate overspends or alternatively support the delivery of budget reduction proposals;
  - the market can bear any additional increase;
  - fee increases could be counter-productive as they have the potential to reduce demand.
- 14.4 For the majority of charges, Directors and Heads of Services have proposed no increase. This is mainly due to the impact of the pandemic on users of key services together with a weakening of demand. Where demand for services has fallen, it is not yet clear when or whether this will recover to pre-pandemic levels.
- 14.5 Proposals have, however, been put forward to increase some charges to deal with service specific cost pressures and inflation. This is also deemed necessary to support the long-term sustainability and viability of specific services. The rejection of proposals to increase charges may lead to additional budget pressures and an increase in the budget reduction requirement.
- 14.6 Below is a brief summary of the proposals for each service
- a) Registrars (Births, Deaths and Marriage Duties)
- It is proposed that charges remain unchanged at 2020/21 levels.
- b) Libraries, Leisure and Culture
- It is proposed that charges for Library Services, Oldham Theatre Workshop, Local Studies and Archives and Oldham Gallery remain unchanged at 2020/21 levels. A small increase in Music Centre charges is proposed of around 1%.

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c) Outdoor Education

Charges for the Castleshaw centre and the provision of instructors are proposed to increase by an average of 1.5%. Charges for the School Swimming Service are proposed to increase by 3.8%. It is proposed that charges for study support remain unchanged at 2020/21 levels.

d) Lifelong Learning

Many lifelong learning tuition fees remain free to users of the service. Where charges are levied, it is proposed these are increased by an average of 3%.

e) Adult Social Care

It is proposed that housing and care charges covering helpline services remain unchanged. An average 2% increase is proposed for services associated with the protection of property. Court of Protection fees remain unchanged at present, but these will be determined in line with Statutory provisions.

f) Corporate Landlord/Facilities Management

Due to a significant weakening of demand resulting from the pandemic, no increase is proposed in room hire or facilities charges at sites including Chadderton and Failsworth Town Halls, the Queen Elizabeth Hall, the Link Centre and the Honeywell Centre.

g) Parking

Again, due to the impact of the pandemic and weak demand, no increase is proposed for parking charges.

h) School Meals

From 1 April 2021, it is proposed that school meal charges are increased by 15p per meal. A child's meal will cost £2.55 and an adult meal will cost £2.75 (excluding VAT). Also proposed is a further increase of 5p in child and adult meals with effect from 1 September 2021.

i) Parks, Open Spaces and Outdoor Facilities

A small increase of around 1% is proposed for the hire of changing accommodation, pitches and open spaces.

j) Cemeteries and Crematorium

New charges are proposed for funerals which arrive later than the agreed appointment time. New charges are also proposed for direct cremations (no memorial service) and the live streaming of the chapel service. Charges for most services are proposed to increase by between 2% and 3%. Larger increases are proposed for services where charges were frozen in 2020/21.

k) Highways

It is proposed that charges for skip, scaffolding and hoarding licences are increased by an average of 2.5%. Other charges associated with Highways and Traffic are proposed to increase by a similar amount although a small number of charges are proposed to increase by 3% or more.

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l) Planning

Planning fees remain unchanged at present, but Members should note that many of these charges are determined in line with Statutory provisions.

m) Public Protection

It is proposed that charges associated with Food Safety, Environmental Health, Health and Safety, Neighbourhood Enforcement, Public and Animal Health, Trading Standards, Taxi Licencing and Other Licencing remain unchanged compared to 2020/21. A range of increases are proposed for Pest Control services; most of which are between 1% and 4%. Many Pest Control charges have not changed since 2019/20 or earlier in a small number of cases.

n) Security

It is proposed that charges for Patrolling and Guarding Services, CCTV and First Response Services are increased by around 3% in most cases. It is also proposed that charges for static security guarding are rationalised to one charge of £20.10 per hour. Similarly, charges for the hire of Radio Communications Equipment will be fixed at £18. Charges for some CCTV, monitoring, keyholding and concierge services are proposed to remain unchanged at 2020/21 levels.

o) Waste and Fleet Management

To remain competitive, it is proposed that fleet MOT charges remain unchanged. Trade Waste charges for refuse collection are proposed to increase by between 2.5% and 3% whilst recycling charges are proposed to increase by between 1.5% and 2.5%. In terms of domestic waste, many services remain free to residents. Where charges are levied, increases are typically between 1% and 3% with many charges increasing by only a few pence.

- 14.7 Excluding school meals, the fees and charges relating to educational establishments and schools e.g. lifelong learning, outdoor education, music, and swimming have been reviewed in line with the academic year and any resulting changes will commence from September 2021. The charges for these areas included within the Appendix relate to charges from September 2021 onwards.
- 14.8 As in previous years, there are a number of exclusions to the schedule. The following services set their charges based on current legislation and market conditions – planning, markets, hoardings rental, leased out buildings, lifelong learning accreditation fees, adult care charges and Oldham Leisure services.
- 14.9 Given the uncertainty caused by COVID, at this stage where services have proposed to increase fees and charges, due to volatility, any increases generated will mostly be used to offset inflationary pressures within the relevant service. In addition, the demand for services financed from fees and charges is unknown and could vary. As advised earlier in the report, the Government compensation for lost sales, fees and charges income is set to continue for at least the first 3 months of 2021/22. This is helpful in the context of considering fees and charges income levels for 2021/22.
- 14.10 The PVFM Select Committee scrutinised the proposed fees and charges for 2021/22 at its meeting of 28 January 2021 and was content to commend them to Cabinet. In turn, Cabinet was content to commend the proposed fees and charges to Council.

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## 15 Council Tax and Adult Social Care Precept Levels

- 15.1 Section 7 sets out the current planning assumptions in relation to Council Tax and the Adult Social Care Precept.
- 15.2 It is proposed that a 0.99% general increase to Council Tax is applied for 2021/22 together with a 2% increase in the Adult Social Care Precept. This represents an overall increase of 2.99% in Council Tax for Oldham Council services. A further 1% increase in the ASCP will be deferred to 2022/23.
- 15.3 Oldham Council Band D Council Tax for 2021/22 is therefore recommended to be £1,722.94 of which £183.97 relates to the Adult Social Care Precept.

### **Impact of Decisions of Precepting Authorities**

- 15.4 Whilst the spending decisions of precepting Authorities do not affect the level of resources available to the Council, they do affect the amount of Council Tax that is charged to Oldham citizens. The major preceptor is the GMCA which precepts for two components as follows:

#### Mayoral Police and Crime Commissioner Precept

- 15.5 The Mayoral Police and Crime Commissioner precept was considered by the Greater Manchester Combined Authority Police, Fire and Crime Panel at its meeting on 29 January 2021. The Panel was presented with a proposal to increase the precept by £15. However, after considering consultation responses, the Mayor as Police and Crime Commissioner, proposed a revised precept of £10. This proposal of a £10 increase in the Precept was agreed by the Panel, which therefore set an overall Band D precept of £218.30.

#### Mayoral General Precept (including Fire Services)

- 15.6 The Mayor presented at a meeting of the GMCA on 29 January 2021 his intentions for the Mayoral General Precept (this incorporates funding for Fire and Rescue Services as well as other Mayoral functions). The Mayor advised of his intention to freeze the precept at 2020/21 levels. The revised precept was formally approved at the GMCA budget setting meeting on 12 February 2021 resulting in a Council Tax charge of £90.95 for a Band D property in 2021/22.

#### Parish Precepts

- 15.7 On 25 January 2021, Saddleworth Parish Council agreed a 3.30% increase to its Council Tax to produce a Band D charge at a value of £23.51 (an increase of £0.75). Along with a decrease in the tax base to 8,699, this results in a total precept of £204,513. For 2021/22 the increase equates to £0.006m of additional income for the Parish.
- 15.8 Shaw & Crompton Parish Council agreed their budget and precept in February 2021 at a 3.02% increase to its Council Tax to produce a Band D charge at a value of £17.37 (an increase of £0.51). This results in a total precept of £95,170. For 2021/22 this increase equates to £0.003m of additional income for the Parish.
- 15.9 The total increased income for all Parish elements for 2021/22 based on the information above is at a value of £0.009m, generating a total Parish Precept of £0.300m.

## Draw on Collection Fund

### Council Tax

- 15.10 Having received confirmation from all precepting bodies, taking account of the approved Council Tax Base of 57,200 for 2021/22 and the Council Tax and Adult Social Care Precept proposals set out in Section 7 of the report, the sums anticipated to be drawn from the Collection Fund for Council Tax in 2021/22 are:

**Table 28 – Draw on Collection Fund**

Precepting Body	2020/21 £000
Oldham Council including Social Care Precept	98,552
Mayoral Police and Crime Commissioner Precept	12,487
Mayoral General Precept (including Fire Services)	5,202
Saddleworth Parish Council	205
Shaw & Crompton Parish Council	95
<b>TOTAL</b>	<b>116,541</b>
Less: contribution from Parish Taxpayers	<b>(300)</b>
<b>TOTAL Draw on Collection Fund for Major Preceptors</b>	<b>116,241</b>

- 15.11 The 2021/22 Band D Council Tax is shown in the table below at anticipated levels for Oldham Council services, Mayoral Precepts and Parish Precepts. Detailed indicative Council Tax information is presented at **Appendix 8**.

**Table 29 - Anticipated Band D Council Tax**

Council Tax Raising Body	2020/21 £	2021/22 £	Change %
Oldham Council	1,672.92	1,722.94	2.99%
Mayoral Police and Crime Commissioner Precept	208.30	218.30	4.80%
Mayoral General Precept (including Fire Services)	90.95	90.95	0.00%
<b>TOTAL BAND D COUNCIL TAX</b>	<b>1,972.17</b>	<b>2,032.19</b>	
Saddleworth Parish Council	22.76	23.51	3.30%
Shaw & Crompton Parish Council	16.86	17.37	3.02%

## 16 Overall 2021/22 Revenue Budget Strategy

16.1 The key elements of the 2021/22 revenue budget strategy are:

- The revised budget reduction requirement of £53.079m for 2021/22;
- The budget reduction proposals set out in Section 10 of the report;
- The use of other funding opportunities to balance the 2021/22 budget, namely, the flexible use of capital receipts and specific and general corporate reserves;
- The approach to reserves and balances set out in Section 13 of the report; and
- Proposed Council Tax and Adult Social Care Precept levels set out in Section 15 of the report.

16.2 Having regard to the issues outlined at paragraph 16.1, the overall budget strategy for 2021/22 can be summarised as follows:

**Table 30 – Overall Budget Strategy**

Budget Strategy	2021/22	
	£000	£000
Directorate budget requirements	262,972	
Collection Fund Deficit – impact of Business Rates Reliefs	25,456	
Budget Reductions excluding use of reserves	(8,793)	
Budget for 2021/22 before use of reserves		279,635
<u>Less Government Funding</u>		
Business Rates Top Up	(41,748)	
Grants in Lieu of Business Rates	(10,843)	
Improved Better Care Fund Grant	(10,859)	
2021/22 Social Care Support Grant	(8,947)	
Lower Tier Services Support Grant	(407)	
Local Council Tax Support Grant	(3,183)	
Covid Grant	(7,737)	
New Homes Bonus Grant	(171)	
Independent Living Fund (ILF) Grant	(2,580)	
Domestic Abuse Safe Accommodation Funding	(578)	
Housing Benefit Administration Grant	(818)	
Council Tax Administration Grant	(360)	
		191,404
<u>Less</u>		
Retained Business Rates	(50,619)	
Collection Fund Deficit	353	
Parish Precepts	(300)	
		140,838
<u>Add Precepts</u>		
Mayoral Police and Crime Commissioner Precept	12,487	
Mayoral General Precept (including Fire Services)	5,202	
Total Council Tax including Levies (A)		158,527
Current Council Tax, adjusted for Tax Base (B)		116,241
Difference (A-B)		42,286
This additional expenditure is being funded by resources from appropriations from earmarked reserves		

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16.3 If the proposals in this report are approved, the revised revenue budget position for 2021/22 would be as set out in detail at **Appendix 9**. The resulting indicative 2021/22 net revenue budget by Portfolio and Directorate is presented at **Appendix 10**.

16.4 The summary budget position for 2021/22 to 2023/24 is set out at **Appendix 11**. This presents a balanced position for 2021/22, a budget reduction requirement of £31.900m for 2022/23 and £21.849m for 2023/24 before any use of reserves and indicative budget proposals.

## **17 Budget Strategy and Medium Term Financial Planning for Future Years**

17.1 The Council has never faced such financial uncertainty. Whilst the Council was already planning to address a £23.251m budget reduction requirement for 2021/22 with significant savings also projected for the years to 2024/25, COVID has exacerbated the position and heightened the challenge. The Council's priority is therefore to stabilise the financial position and ensure its financial resilience over the medium term.

17.2 In view of the above and the single year funding notification provided in the Local Government Finance Settlement, the MTFs which usually covers a five year timeframe has been reduced to three years, covering the period 2021/22 to 2023/24. As this is a time of constant challenge and change, forecasting and developing financial plans must be focussed. Looking too far into the future would not be an effective exercise at this time. However, the Council will revert to a five year timeline for future financial planning rounds.

17.3 Estimates upon which the MTFs is based are prepared based on the best information currently available but remain under continuous review. The local, regional and national policy landscape continues to develop and change. In addition, existing financial challenges are subject to revision as new issues emerge. Each new issue or change has an impact, sometimes on a one-off basis, but more commonly, a multi-year effect. As soon as the 2021/22 revenue budget has been finalised, the cycle of reviewing the budget reduction requirement for 2022/23 and future years will begin again.

17.4 Having been subject to almost a decade of severe funding reductions, increased demand pressures and inflationary pressures, the Council has successfully managed to balance its budget whilst simultaneously protecting service provision as far as possible. However, in order to achieve this, since 2017/18, there has been an increase in the use of one off measures, including the use of reserves.

17.5 As this section of the report highlights, there are significant budget reduction targets for both 2022/22 and 2023/24 but addressing the challenge for 2021/22 to 2023/24 must be considered as a three year plan. As the next financial planning cycle progresses, a key task will be to ensure that the suggested level of saving remains deliverable and that there are sufficient robust budget reduction proposals being prepared to contribute to addressing the target.

17.6 A consequence of responding to the COVID-19 pandemic has been the inability of the Council to take forward its planned programme of transformational change in line with plan. This was a key strand of the MTFs approved for the period 2020/21 to 2024/25. Nonetheless, work has taken place in developing a revised programme which will be the focus of the financial strategy. However, given the extent of the financial challenge, as outlined in the earlier part of this report, a balancing budget reserve of £29.000m has been created to support the phasing of the delivery of:

- Savings arising from the budget proposals put forward which have an impact in 2022/23 and 2023/24
- The next phases of the agenda for transformational change

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- 17.7 However, the budget reduction requirement for 2022/23 in part reflects the use of reserves and flexible use of capital receipts that have been used to balance the 2021/22 revenue budget. Similarly, the target for 2023/24 is high due to the reserves planned to support the 2022/23 budget. It is important to note that the Balancing Budget reserve will have been used by 2023/24, unless there is an opportunity to top it up with additional funds, so it is essential that robust and deliverable budget proposals are available.

### Policy Landscape Surrounding the Development of Medium-Term Financial Plans

#### *National Context*

- 17.8 The overriding influence on budget setting for 2021/22 is COVID-19. This has overtaken all other issues both nationally and locally. Now that vaccines are beginning to be rolled out, it must be assumed that at some time during 2021/22 the impact of COVID will begin to reduce and the recovery will begin. The MTFs has been prepared on this basis. Indeed, the Government has assumed this in allocating grant support for 2021/22. However, the impact will remain with expert opinion suggesting some restrictions will be necessary during the winter of 2022/23. It is anticipated that Government will provide additional support should it prove necessary.
- 17.9 Prior to COVID, the Government had indicated that it was prepared to reverse some of the impacts of the years of austerity and begin to provide further investment in public services including Local Government. The long awaited review of Adult Social Care provision was expected and there was an increasing recognition of the vital role played by the Local Government sector. The Government was pressing ahead with Brexit and was committed to securing a trade deal with the EU by December 2020 (finally agreed on 24 December 2020 and signed on 29 December 2020) ruling out any extension to the post-Brexit transition period. There was, however, no clarity on how Brexit might impact on the nation's public finances nor how it might impact on the Council's medium-term financial position.
- 17.10 The Chancellor was expected to deliver a Budget giving clarity over future investment. A multi-year Comprehensive Spending Review was expected, the Review of Relative Needs and Resources (Fair Funding Review) which sought to redistribute unringfenced grant on a new formula basis, was also to be introduced from 2021/22 together with significant reform of the Business Rates system. These were all delayed by COVID. It is evident that the significant investment that the Government has had to make is responding to the COVID crisis will have an impact on funding available for public services in future years. Delivering the 2020 Spending Review, the Chancellor said his immediate priority was to protect people's lives and livelihoods as the country continued to battle the outbreak.
- 17.11 The overarching challenge in preparing the MTFs is that due to COVID, the multi-year Comprehensive Spending Review planned for 2020, which was to aid a medium term planning process was cancelled. Instead, in November 2020 the Spending Review provided funding allocations for one year only with no indication of future funding.
- 17.12 This was then translated into the LGFS which advised that many of major general fund grant funding streams have to a large extent, simply rolled forward from 2020/21 and these are assumed to roll forward into 2022/23 and 2023/24. Estimates have therefore been prepared based on assumptions as set out in paragraph 17.27 below. The COVID related funding allocations included within the February 2021: COVID-19 Funding for Local Government in 2021 to 2022 Policy Paper are also single year allocations although it is hard to assess if and how the COVID legacy will impact in years beyond 2021/22. It is assumed that Government funding will follow, if necessary, to address evident and on-going COVID related financial pressures.

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- 17.13 It is also assumed that Department of Health funding support that the Council has been able to access via Oldham CCG for costs of hospital discharges into Adult Social Care will be continued in relation to legacy expenditure.
- 17.14 Adding to the uncertainty created by the absence of any Spending Review estimates for 2022/23 and beyond, the timelines for the major reforms to the Local Government Finance system are unclear:
- As advised previously, the Review of Local Authorities Relative Needs and Resources has been delayed and the Government has not specified when it will conclude. This could lead to a significant redistribution of resources between Local Authorities as it is aimed at removing some of the perceived inequalities in the allocation of national Government funding;
  - The final report on the Government's fundamental review of the business rates system setting out the full conclusions was to be published in spring 2021. This has now been pushed back to the Autumn. Linked to this, the Spending Review advised:
    - In order to provide further stability to the sector, the Government has decided not to proceed with a reset of business rates baselines in 2021/22. When this is eventually initiated it will have the impact of potentially redistributing existing gains and losses associated with the current system
    - The planned move to 75% Business Rates Retention system has been delayed and consequently the existing 100% business rates pilot schemes will continue for a further year. It is therefore anticipated that the Greater Manchester 100% Business Rates retention pilot scheme will cease at the end of 2021/22;
    - Business rates revaluations will be implemented in April 2023 rather than April 2021. This will affect the amount of business rates paid by the occupiers of commercial premises. To better reflect the impact of COVID-19, it will be based on property values as of 1 April 2021. Revaluation will, in future, take place every three years. It is unclear how the Government will address any significant reduction in a Council's ability to generate income locally arising from this revaluation.
- 17.15 In addition, the Spending Review announced that in the longer term, the Government is committed to a sustainable improvement of the adult social care system and will bring forward proposals in 2021/22. This is likely to have financial implications.
- 17.16 The potentially significant redistribution in general Government grant resulting from the issues outlined above, whatever the level of resources made available on a national basis, adds to the challenge of developing and providing medium-term financial forecasts. Therefore, whilst this section of the report presents forecast budget reduction requirements for the period 2022/22 to 2023/24, Members must consider these forecasts as indicative only.

### *Regional Context*

- 17.17 As previously outlined in Section 3 of this report, Greater Manchester continues to take forward an ambitious devolution agenda across a range of services and policy areas including health and social care integration, transport, strategic planning, housing, work and skills and the justice system. The ambition of the region is reflected in the Greater Manchester Strategy and a series of supporting strategies.

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- 17.18 However, as a result of the impacts of COVID, GMCA has published a one year ‘Living with COVID Plan’ but is also preparing for the building back better phase of responding to COVID. The plan therefore begins to outline how Greater Manchester will respond to the disproportionate impact COVID has had on people’s lives and businesses, how to recover and build resilience and the level and type of support vulnerable communities will still need.
- 17.19 It recognises that the Greater Manchester Strategy remains the key policy document that will shape the future of Greater Manchester. The Living with COVID plan also has a key role to play in driving system change and provides a bridge between the unique situation being faced over the next 12 months, the existing Greater Manchester Strategy and the refresh of that document now planned for next year.
- 17.20 The extent to which this agenda will be supported by Central Government both in policy and in funding terms remains unclear. The recently published National Infrastructure Strategy has outlined major investment and the Levelling Up Fund will prioritise bids to drive growth and regeneration in places in need, those facing particular challenges, and areas that have received less Government investment in recent years. Whilst this is capital investment, Oldham Council, the other Councils in GM and the GMCA will seek to maximise funding and work together on key projects. Nonetheless, the Council’s own organisational plans and strategies are heavily influenced by the devolution agenda particularly within the realm of the service and policy areas.
- 17.21 The GMCA also faces challenges in its medium-term financial planning in the current environment, as it too is affected by the absence of any Central Government funding estimates beyond 2021/22. However, the GMCA and the 10 District Councils will continue to collaborate to ensure these challenges are handled consistently across the city-region. The GMCA is responsible for waste and transport levy charges which impact on the Council’s budget and the impact of Mayoral budget spending decisions (with regard to the Mayoral precepts) also impact on Council Tax charges for Oldham citizens.

#### *Local Context*

- 17.22 The Council’s Corporate Plan expired in December 2020. Work to refresh Oldham’s Corporate Plan was due to be completed by summer 2020, however, the impact of the COVID pandemic meant that this was no longer possible. Instead, the Council is in the process of developing a COVID-19 Recovery Strategy which will act as an interim Corporate Plan until at least 2022. This will reflect the ambitions for the Borough including place based working, further integration with the health and wider public sector, the opportunities provided by devolution but being mindful of the constraints placed by the resources available and the significant budget reduction requirement over the period to 2023/24.
- 17.23 Whilst the Council believes the funding/resource position may ease in future years in the post COVID medium-term, there remains a significant financial challenge which must be addressed by driving forward transformational change and taking a longer term approach to budgetary planning. After having addressed the immediate requirement of balancing the 2021/22 budget as outlined earlier in this report, a strong framework has been put into place to take forward the transformational change needed to ensure financial stability whilst at the same time:
- Continuing to manage the response to COVID;
  - Delivering essential services to Oldhamers; and
  - Laying the foundations for an effective recovery in the post COVID period.

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- 17.24 The programme of transformation which, whilst interrupted during 2020 due to the pandemic, is now gathering pace and has:
- Identified and agreed the change initiatives required to ensure the Council and its partners can deliver the strategic ambitions they have for the borough and its residents as set out in a refreshed Corporate Plan;
  - Programme management systems in place to drive the implementation of those changes to a successful conclusion.
- 17.25 The programme of transformation is supported by a range of existing medium-term strategies which are designed to make a positive contribution to the Council's financial standing as well as supporting the ambitions for the Borough including those in the COVID-19 Recovery Strategy.
- 17.26 Specific themes underpinning the transformation programme together with indicative savings estimates are presented later in this section of the report.

### Forecast Budget Estimates and Budget Reduction Requirements

#### *Underlying Budget Assumptions*

- 17.27 Notwithstanding the uncertainty presented by the national policy context, the Council has prepared high level budget estimates for the period 2022/23 to 2023/24. The key forecasting assumptions underpinning the estimates are as follows:
- Pay Awards – 2.5% per annum for both years, however this will be kept under review given the Government's announcement in relation to pay award restrictions for 2021/22;
  - Price Inflation – Allocations are based on forecasts for general price inflation together with sector specific estimates relating to major contracts covering, for example, PFI contracts and utilities;
  - Pension Contributions – Local Government employer contribution rates are assumed to remain at 20.6%. Proposed savings from advance contributions for the latest Triennial period will cease after 2022/23;
  - Waste Disposal and Transport Levies – Forecasts are aligned with the latest estimates provided by the GMCA (a 2% per annum increase);
  - Investment Fund – Estimates for future capital financing costs are aligned with the latest Capital Programme and Capital Strategy and are based on the current market and economic outlook set out in the Council's Treasury Management Strategy;
  - Development Fund – General budgetary provision is included for future policy decisions, demand, spending pressures and new initiatives;
  - Public Health Grant – Reinstated after the cessation of the GM 100% Business Rates retention pilot scheme;
  - Health and Social Care Grants – All improved Better Care Fund and Social Care Support grants are expected to continue at 2021/22 levels (cash standstill);
  - Council Tax & Housing Benefit Administration Grants - These grants are expected to continue throughout the forecast period at 2020/21 levels (cash standstill);
  - New Homes Bonus – This grant will cease after 2021/22 in line with comments made by the Secretary of State as part of the LGFS;
  - COVID legacy – Government funding will be announced for 2022/23 and future years to address on-going and evident pressures at a level sufficient to minimise the impact on the Council including NHS resources to support Adult Social Care hospital discharge legacy costs;
  - Business Rates – Retained revenues and associated Government grant top ups and compensation payments are assumed to be cash flat recognising the current

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challenges and that there may be some changes to the Business Rates regime over the period of the MTFS.

- Council Tax for General Purposes – Referendum limits are expected to remain at 2% and Council Tax increases to be 1.99%
- Adults Social Care Precept – using the flexibility allowed for 2021/22, a 1% increase is assumed for 2022/23 plus a further 1% (a total of 2%). The Government has not announced any future policy intention beyond 2021/22. However, the additional 1% has been assumed for 2022/23 together with a further 2% for 2023/24. Any ASCP increase will be passported through to Community Health and Adult Social Care Services;
- Overall Local Council Tax – the assumption is an overall 3.99% increase for 2022/23 and for 2023/24 (but of course will be subject to an annual review).
- No benefit has been assumed from the February 2021 extension to the flexible use of capital receipts initiative as the detailed guidance is not yet available. The use of this flexibility will be factored into the MTFS as appropriate.

17.28 Other assumptions relating to expected levels of expenditure within the Council's MTFS are as follows:

- All budget reductions are delivered at the full amount and per timeline;
- Budget reductions presented as part of the Council's transformation programme and approved by Council as part of the budget setting process each year will be integrated into the base budget and owned by the appropriate budget manager;
- Portfolios will not overspend against their approved budget allocations;
- Budget pressures other than those that are approved to be funded corporately are expected to be met from within the Portfolio's approved allocations;
- General Balances and reserves will be managed on a risk-based approach as outlined in Statement of the Chief Financial Officer on Reserves, Robustness of the Estimates and Affordability and Prudence of Capital Investments (the Balancing Budget reserve includes £29.000m created to support the budget process for 2021/22 and 2022/23);
- The Housing Revenue Account continues to be self-sustaining and any surplus or deficit is financed via the Housing Revenue Account Reserve;
- The recovery plan for Dedicated Schools Grant (DSG) activities is assumed to be delivered in full. Any reduction in DSG funding for Council provided school support activities will be incorporated within MTFS estimates.

17.29 It is important to note that there are sensitivities in relation to each of these assumptions, and therefore detailed MTFS workings will consider probable, best and worst case scenarios. The MTFS estimates presented in this report show the probable scenario.

#### *Risks and Uncertainties*

17.30 As outlined above, there are a vast range of risks and uncertainties influencing the MTFS. Much relies on the impact of COVID fading during 2021/22 and the MHCLG and the Department of Health (via Oldham CCG) continuing to provide financial support for COVID related costs. The Council will need to be flexible in its response to a potentially rapidly changing policy and financial environment.

17.31 There may be a more significant on-going COVID legacy. This has not been factored specifically into future years estimates and may therefore create pressures that need to be included in forecasts.

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- 17.32 A potential risk is the inability to deliver the transformational change to the timeline and values required. The delivery of the change is a key assumption in the financial strategy. The position will require constant review, however, the programme management arrangements that have been established will provide an early warning if challenges are encountered.
- 17.33 Whilst the medium-term financial estimates reflect a series of assumptions relating to inflation levels, pay awards, interest rates, service demand, levy increases, Government funding, locally generated funding and the profile of capital programme investment, there is scope for significant variation due to the challenge of preparing forecasts for all of these variables in what remains a turbulent and uncertain global political and economic environment.
- 17.34 At the local level, the medium-term financial estimates also assume that beyond 2021/22 there will be a return to a growth in the Council Tax Tax Base. This is expected to result from an upturn in the economy as employment opportunities increase, fewer people will be eligible for Council Tax Reduction and more new homes will come on stream. This is supported by the recent development and roll out of COVID-19 vaccines. It is also assumed that there will be no material deterioration in collection rates for local tax revenues. These assumptions rely on the successful delivery of the Council's housing strategy as well as being able to maintain or improve collection rates for Council Tax and Business Rates.
- 17.35 Business Rates continue to present specific forecasting challenges due to general volatility surrounding Business Rates income, the impact of COVID and the ability of certain sectors to bounce back, the impact of appeals and changes in Government policy around Business Rates reliefs. This is compounded by the planned reset of the system, the expected move to 75% Business Rates Retention and the revaluation process. The medium-term financial position of the Council will also be affected by future decisions regarding Council Tax increases and increases in fees and charges for Council services
- 17.36 A further risk is the successful outcome of legal challenges brought against other Local Authorities which have a national impact. There are a number of such issues which may come to the fore during the life of the MTFS, which, if there is no Government support, may have a substantial impact on the finances of Oldham Council and other Local Authorities.
- 17.37 In view of the significant risks and uncertainties surrounding the medium-term financial estimates, the assumptions and calculations underpinning these forecasts will be regularly reviewed and updated.

*Forecast Budget Reduction Requirements (2022/23 and 2023/24)*

- 17.38 Summarised in Table 31 is the forecast budget reduction requirement for the period 2022/23 to 2023/24, including 2021/22 to show the three year perspective. This is based on the assumptions detailed above and high-level estimates presented at **Appendix 11**. The figures assume all 2021/22 budget reduction proposals presented as part of this report will be approved and implemented in full.
- 17.39 The information presented below, assumes all currently planned savings are delivered and a planned use of reserves for 2022/23. It therefore highlights the target budget savings to be addressed by further transformation or cross cutting initiatives – a total of £13.553m for 2022/23 and £17.093m in 2023/24 (£30.646m in total). It is important to note that by the 2023/24 budget, it is assumed sufficient savings will have been made to remove the reliance on reserves underpinning the budget.

**Table 31 – Forecast Budget Reduction Requirement**

Budget Pressures/ Balancing Measures	2021/22 £000	2022/23 £000	2023/24 £000
Budget Reduction Requirement	53,079	13,070	9,552
Add back one off measures		18,830	12,297
<b>Net Gap / Budget Reduction Requirement</b>	<b>53,079</b>	<b>31,900</b>	<b>21,849</b>
Recurrent Savings	(8,793)	(6,050)	(4,756)
Use of Reserves			
- Collection Fund Deficit	(25,456)		
- Specific Reserve	(127)		
- General Reserves £29.000m	(16,703)	(12,297)	
- Flexible use of Capital Receipts	(2,000)		
<b>Target Budget Reductions Required from Transformation / Other Changes</b>	<b>0</b>	<b>13,553</b>	<b>17,093</b>

- 17.40 The following paragraphs present the means by which savings will be delivered, championed by the Transformation Programme.

**Transformation Programme**

- 17.41 As previously stated, the Council has a programme of transformational activity which is being further developed to make a substantial contribution towards addressing the forecast budget reduction requirements for 2021/22 onwards.
- 17.42 The programme comprises four main workstreams and each of these is led by a member of the Executive Management Team (EMT) with the Chief Executive taking overall responsibility for the initiative (the Health and Care workstream is jointly led by two EMT members):
- Place Based Integration/Communities
  - Children’s Services
  - Health and Care
  - Economy

A description of each of the main workstreams and associated activities expected to contribute to addressing future budget reduction requirements is set out below.

- 17.43 A number of the 2021/22 budget reduction proposals have on-going implications across 2022/23 and 2023/24. These proposals are expected to make a significant contribution to closing the budget gap. These are set out in the table below, aligned to workstreams.

**Table 32 – Indicative Current Transformation Programme Savings**

Indicative Transformation Programme Savings 2021/22 to 2023/24	2021/22 £000	2022/23 £000	2023/24 £000	Total £000
Place Based Integration/Communities	236	100	0	336
Children's Services	614	814	672	2,100
Health and Care	1,938	1,570	400	3,908
Economy	2,465	3,566	3,684	9,715
<b>Total</b>	<b>5,253</b>	<b>6,050</b>	<b>4,756</b>	<b>16,059</b>

- 17.44 The significant financial challenge the Council is facing means that there will need to be an acceleration of the existing programme of transformation to deliver a sustainable balanced budget with a reduced reliance on one off measures. This transformation agenda will continue to focus on several key areas of the operating model.
- 17.45 Mindful that in some instances there is a requirement to support change with some pump-priming resources, the reserves strategy includes a Transformation Reserve for which the current balance is £5.700m and this will be used from 2021/22 onwards to support the implementation of the initiatives outlined in the following paragraphs.

*Programme 1 - Place Based Integration / Communities*

- 17.46 The purpose of this programme is to transform the way in public services engage with and support communities. The place-based model will underpin a new approach to engaging with people, working around a strengths-based approach and mobilising community resources with a focus on early intervention and prevention. New delivery models will be based on a single response to need, with services across the public and VCFSE sector working in a much more joined up way, sharing information and addressing common challenges, being closer to communities and working through the five districts of Oldham, with services configured and aligned to those localities. By organising services this way, it will reflect the needs of local areas and manage demand through more preventative approaches. This will include working through solutions to sustain Oldham's award winning approach to social prescribing using the innovation partnership. A key aim is to reduce the cost of service delivery through a reduction in buildings and assets and more effective deployment of a joint workforce (the realisation of efficiencies through the use of buildings and assets is included in the Economy programme).
- 17.47 Place based integration is not new to Oldham and is not a standalone programme unrelated to the way in which mainstream services are delivered. Rather it is the way that mainstream services will be delivered across public services and in partnership with residents. COVID has helped the acceleration of working as a unified public service by bringing services closer together with a new sense of shared purpose but also exacerbated the financial challenges and forced thinking about how meaningful and targeted services can still be delivered with less resources. In addition to the approaches to working with NHS partners, opportunities will continue to be taken forward for closer working with police, housing providers, VCFSE organisations and others in improving operational efficiency and effectiveness whilst also strengthening local engagement and enabling communities to contribute more significantly to improving outcomes.

17.48 This approach underpins the activities of the other workstreams, so it is essential not to double count the financial benefits. The first stage has been the development of proposals to align districts into 5 areas for which a saving of £0.136m has been proposed for 2021/22 (this is in addition to savings included in the overarching voluntary redundancy budget reduction proposal). Having established the new teams and working arrangements, this lays the foundation for future place based initiatives. Only one on-going saving of £0.100m can be aligned to this workstream as set out in the table below. However, an additional indicative target of £0.500m over 2022/23 to 2023/24 has been assigned to this workstream as presented below, bringing the total expected to £0.836m over the period 2021/22 to 2023/24. A business case is in development to outline more specific options for the way in which more integrated services can be delivered through a district based model.

**Table 33 – Place Based Integration / Communities**

Reference	Proposed Budget Reduction	2021/22 £000	2022/23 £000	2023/24 £000	Totals £000
REF-BR1-416	Districts Realignment	136	0	0	136
REF-BR1-415	Mahdlo Funding Reduction	100	100	0	200
	Additional Anticipated Programme Saving		200	300	500
	<b>Total</b>	<b>236</b>	<b>300</b>	<b>300</b>	<b>836</b>

*Programme 2 - Children's Services*

17.49 From 13-15 October 2020 Ofsted conducted a focused visit in Oldham based on how England's social care system has delivered child-centred practice and care within the context of the restrictions placed on society during the COVID pandemic. The majority of findings are overwhelmingly positive, and no immediate priority actions were identified. Inspectors recognised that a sharp focus has been maintained on improvement priorities during period from April to October 2020 and that this has increased the pace of improvement and had a positive impact on workforce culture. It is from this encouraging position that plans for the transformation of services can be delivered. It is evident that in 2020/21 and previous years, despite investment in Children's Services, that expenditure has exceeded budget. However, having stabilised the position with the injection of some additional resources for 2021/22, there is the opportunity to transform services and deliver savings.

17.50 There is an identified need for social care strength in the early help provision at the front door. Work will be directed at preventative service provision to reduce demand, building on the work that is already in train and for which savings have already been proposed. Revised service delivery models will be based on and complement the place based approach described within the Communities programme.

17.51 Services that are commissioned from external providers will be reviewed. As contracts come up for renewal, especially where there are several contracts with different providers for similar services, opportunities will be taken to amalgamate service provision into boarder contracts with more targeted performance measurements. Also, where appropriate, a joint commissioning approach will be taken with partners to drive efficiencies and improve service outcomes. Experiences of the delivery of services during the COVID pandemic have begun to demonstrate that there are different, effective and more flexible delivery models which reflect the needs and views of children and young people.

17.52 Work will continue with schools and other partners to drive efficiency in Education Service provision, again around a place based model. Work is already in train to around Special Educational Needs and Disability provision and this will be developed across the whole of Education Services, also supporting the DSG recovery plan as well as the revenue budget.

17.53 As advised above, key to reducing costs will be an emphasis on demand management, comparing and contrasting expenditure in Oldham to other similar organisations and using this to explore opportunities for effective change. Recognising that this is one of the largest areas of expenditure for the Council, budget proposals of £2.100m have already been presented for 2021/22 to 2023/24, however a further target of £6.025m has been assigned to this workstream as shown in the table below, bringing the total to £8.125m over the period 2021/22 to 2023/24.

**Table 34 – Children’s Services**

Reference	Proposed Budget Reduction	2021/22 £000	2022/23 £000	2023/24 £000	Totals £000
CHS-BR1-441	SEND Education Provision	114	114	372	600
CHS-BR1-443	External Placements Cost Avoidance	500	500	0	1,000
CHS-BR1-445	Early Help Remodelling	0	200	300	500
	Additional Anticipated Programme Saving		3,100	2,925	6,025
	<b>Total</b>	<b>614</b>	<b>3,914</b>	<b>3,597</b>	<b>8,125</b>

*Programme 3 - Health and Social Care Integration*

17.54 The NHS Long Term Plan sets out a vision for integrated care but around the needs of local people in order to:

- Enable decisions to be taken closer to the communities they affect;
- Enable collaboration between health, care, public health and the voluntary sector as it is more effective than competition in addressing health inequality, improving outcomes and reducing waste from overlapping service; and
- Enhance collaboration between acute providers across larger geographic footprints in order to be more effective in sustaining high quality care taking inequality in access to services and improving productivity.

17.55 The Long Term Plan also places a greater focus on prevention and as this is a key aspect of the Oldham strategy the local and national approaches are aligned. The emphasis is on reducing demand and the costs of care in the medium to long term. Aligning resources across and between organisations will facilitate longer term benefits, economies and a whole system approach.

17.56 In addition, a recent publication, Integrating Care – Next Steps to Building Strong and Effective Integrated Care Systems across England, has signalled an internal reorganisation by the NHS that will result in Integrated Care Systems (ICS) operating from no later April 2022. This clearly impacts the GM health and social care devolution agenda but also specifically the operational arrangements in Oldham.

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- 17.57 On 11 February 2021 the Secretary of State for Health and Social Care presented to Parliament, Integration and Innovation: Working Together to Improve Health and Social Care for All, setting out legislative proposals for a Health and Care Bill likely to be enacted in 2022. The implications of this White Paper will also influence the future direction of working arrangements between the Council and NHS partners and the Transformation Programme will be framed in this regard.
- 17.58 However, good progress continues to be made with regard to Health and Social Care integration. Oldham is therefore well placed to adapt to the changes and development linked to the national and regional change. Oldham Council and Oldham CCG are working under a joint leadership structure and together with other health partners continue to operate as Oldham Cares. There are ambitious plans for the improvement of the delivery of health and social care which aim to ensure the future financial sustainability of the local health and social care economy. Work is taking place to consider whole system sustainability across the footprint of the Oldham Borough and deliver cross sectoral savings and efficiencies.
- 17.59 Linked to the health and social care devolution agenda is the opportunity to develop closer working arrangements with other partners including other GM Authorities and the GMCA. The Council is building on the existing collaborative working arrangements by:
- Sharing and co-locating more services (Oldham CCG is now based at Oldham Civic Centre) as a means to deliver future financial and operational efficiencies building on the five cluster teams already in place across the borough;
  - Moving to an outcomes based commissioning model and integrating Council and CCG commissioning functions;
- 17.60 Locally, the model of integrated delivery will complement health and social care integration in neighbourhoods and the place based approach as described above.
- 17.61 Leading up to the period 2022/23, and linked to the ICS development programme consideration will be given to incorporating most of the Community Health and Adult Social Care Service, Children's Social Care, Public Health and CCG Primary and Secondary Care commissioning in addition to Better Care Fund activities, within the Section 75 pooled funding agreement between Oldham Council and Oldham CCG.
- 17.62 There are clearly significant implications for the financial planning and financial management arrangements of the Council as the budgets of the Council and the CCG are more closely aligned. Traditional budget preparation and monitoring arrangements will be replaced with revised processes although organisational statutory requirements will be delivered. Detailed work is required to ensure that any financial risk to the Council is minimised and that new working arrangements continue to demonstrate value for money. This will be progressed over the forthcoming months and any implications will be factored into revisions to the MTFs.
- 17.63 It is inevitable that change of the magnitude envisaged will take time to be developed. Savings so far included within the remit of this programme workstream total £3.908m and are all attributable to the Community Health and Adult Social Care Service. As this is one of the major spending services in the Council, it is appropriate that it makes a significant contribution to the financial sustainability of the Council. However, potential savings are expected from demand management initiatives and over the period 2022/23 to 2023/24 a target of £8.225m has been assigned as shown in the following table, bringing the total to £12.133m over the period 2021/22 to 2023/24.
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**Table 35 – Health and Social Care Integration**

Reference	Proposed Budget Reduction	2021/22 £000	2022/23 £000	2023/24 £000	Totals £000
CSA-BR1-423	Maximising independence through alternative models of care	1,500	1,000	0	2,500
CSA-BR1-424	CHASC Workforce Reduction	100	50	0	150
CSA-BR1-430	Achieving Better Outcomes: Supported Living and Learning Disabilities	288	500	0	788
CSA-BR1-435	Residential Enablement Redesign	0	0	400	400
CSA-BR1-429	Keyring	50	20	0	70
	Additional Anticipated Programme Saving		4,000	4,225	8,225
	<b>Total</b>	<b>1,938</b>	<b>5,570</b>	<b>4,625</b>	<b>12,133</b>

*Programme 4 - Economy*

- 17.64 The economic context of the borough is a key determinant of quality of life for Oldham residents and businesses. Public sector organisations in Oldham are ‘anchor institutions’ and are the largest employers in the Borough as well as having significant influence in shaping residents’ lives. This theme is divided into two main areas as described below:
- a) Creating a Better Place - Projects and Assets*
- 17.65 The financial challenge facing the public sector has been exacerbated by the reductions in revenue arising from the economic and social conditions in the Borough. By focussing on the development of robust economic initiatives a vibrant local economy can be rebuilt together with a high-quality environment that is attractive to residents and visitors.
- 17.66 Corporate land and property assets are essential to the delivery of the Council’s priorities. As part of the refreshed ‘Creating a Better Place’ initiative approved by Cabinet on 24 August 2020, the previously approved Medium-Term Property Strategy (MTPS) has been reviewed to meet the scale of the change required. At a strategic level, the review has confirmed that the Council’s property portfolio can be a catalyst for building new homes, creating job opportunities, re-skilling residents through new apprenticeship opportunities, and re-engaging communities and partners through property / estate co-location and collaboration.
- 17.67 Developing the existing programme of work on the use of property and assets, the Council will maximise the benefit from the corporate estate by developing property disposal and procurement routes that will ensure the Council is able to shape and maintain a property portfolio that will support service delivery and contribute a sustainable income stream.
- 17.68 In addition, the Council will rationalise its office accommodation, where possible, following the place based principles and co-locate staff with partners to maximise efficiencies and realise the potential of ‘One Public Estate’ for Oldham and Greater Manchester.
- 17.69 The regeneration of Oldham town centre remains a Council priority. The recent acquisition of the Spindles and Town Square Shopping Centres is a key part of the Creating a Better Place initiative unlocking land and development opportunities. There are also ambitious plans for the regeneration of the borough as a whole with investment in Royton and projects in train at Hollinwood and Foxdenton.

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- 17.70 Significant capital investment is needed to deliver the town centre vision, new homes and the vision for the rest of the borough. These resources are reflected in the Capital Strategy and Capital Programme for 2021/22 to 2025/26.
- 17.71 This investment will bring future benefits to Oldham through additional economic and housing growth, which may provide increased revenue from, for example, Council Tax.
- 17.72 In addition to the budget reduction of £1.541m proposed for 2021/22, further budget reductions are expected – net of required offsetting costs. The anticipated budget reduction for 2022/23 is £2.991m with £3.684m expected in 2023/24. This is expected to be the first phase of the benefits of this transformational change.

*b) Digital*

- 17.73 The digital infrastructure underpins a modern and forward looking Borough and reflects the expectations of residents and businesses to transact with public sector organisations using the latest technology, to increase choice and improve satisfaction while moving high volume transactions on to more cost-effective alternatives.
- 17.74 The opportunity to utilise the advantages provided by new technology and digital is one of the key enablers for much of the Council's change agenda. The transformation of service delivery across the Council and the integrated working arising from health and social care devolution will be supported by a range of enabling activity including technology and digital change amongst others. The Council's current IT strategy (2017 – 2022) is determining the direction of travel and is supported by £7.571m of Capital Programme investment. This Strategy and the accompanying investment has served the Council well thus far and has already provided the platform for a more flexible approach to working through the delivery of technology that improves mobility (laptops, smart phones, MS Office 365, Teams and improved network access). The IT Strategy is being refreshed and this, along with the new Digital Strategy sets out the principles and approach to be adopted in order to enable new and more efficient ways of working and sets out the building blocks to deliver across a range of themes.
- 17.75 A key strand of this investment is the Digital Oldham Ambition which is to inclusively deliver a connected Oldham for everyone across place, communities, services, teams and leadership.
- 17.76 The Digital Services strand of the Digital Strategy is key to enabling cost reduction. The intent is to support all Service areas to review how they deliver services currently and assist the Services to re-design their service provision in order to determine how digital and technology change may extract benefits by delivering efficient, simple and easy access.
- 17.77 Work has started to focus on Customer delivery to change the approach to engagement with residents and businesses. This will align with the place based model, it is proposed to redesign the service including customer support services, to provide an improved customer experience and journey with local support available where needed so there will no longer be a need to travel to a central point for service. A digital maturity assessment was undertaken in 2020, using a model that assesses an organisation against five key themes, including: governance and leadership; people and culture; capacity and capability; innovation and change and technology. The Council aims to double its level of digital maturity over a 2-year period. A digital delivery plan is being developed to outline how this ambitious change process will be realised through an iterative and outcomes-orientated approach to change.

17.78 The savings associated with providing digital access, self-service, automation and more efficient ways of working are expected to be delivered via cost reduction in service budgets. Digital will help enable Services to redesign delivery and consequent cost reduction will need to be captured by Service areas. Care will need to be taken to ensure no double accounting takes place. Savings so far included within the remit of this workstream total £1.499m, however, further savings, which are currently under development are expected to deliver savings from 2022/23.

*Economy Budget Reduction Target*

17.79 Collectively the Economy workstream is expected to deliver £9.715m over the period 2021/22 to 2023/24 with a further £5.475m savings target being assigned to it as shown in the table below bringing the total to £15.190m.

**Table 36 - Economy**

Reference	Proposed Budget Reduction	2021/22 £000	2022/23 £000	2023/24 £000	Totals £000
PPL-BR1-401	Creating a Better Place - Projects & Assets	1,541	2,991	3,684	8,216
PPL-BR1-403	Digital Mail	24	100	0	124
PPL-BR1-421	Transformation of the Contact Centre	120	45	0	165
PPL-BR1-439	Internal Efficiency Initiatives (Unity Partnership)	780	430	0	1,210
	Additional Anticipated Programme Saving		2,000	3,475	5,475
	<b>Total</b>	<b>2,465</b>	<b>5,566</b>	<b>7,159</b>	<b>15,190</b>

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## **Transformation Programme – Enabling Activities**

- 17.80 Each programme of work requires a specific focus from specialist functions that enable the delivery of business change. These typically include but are not limited to Human Resources and Organisational Design, Information and Communications Technology, Business Intelligence, Legal and Finance services. Through effective planning of these enabling activities the requirements of the totality of the programme will be managed to identify matters of timing, sequencing and capacity. It is evident that many of the planned workstreams and the themes within them are interlinked. However, the overall programme management of the workstreams will create a more coherent approach to the extensive change activities, provide focus on the most important projects and enable more effective management of the interdependencies.

## **Budget Reductions – Cross Cutting Initiatives**

- 17.81 The opportunities for budget reductions are not confined to the four programmes or enabling activities. There are a wide range of other areas of the Council's operations that will be explored to identify other opportunities for savings and efficiencies.

### *Organisational Design*

- 17.82 The developments set out above, coupled with the enhancement of revised working arrangements between the Council and its strategic delivery partners will have implications for the structure of the Council and the operating model the Council adopts to deliver services in the future. As well as being prompted by policy and service developments, continuing the transformation of the Council's operating model will be necessary to support the delivery of future savings requirements and a sustainable balanced budget position.

### *Workforce Development*

- 17.83 A further enabler to transformation is the drive to support new ways of working to ensure that all employees can deliver services more effectively. Alongside better use of assets and digital technology, this will open additional opportunities for transforming services to help ensure the Council can operate within available resources for the medium to long term. The new ways of working that have been required as a result of COVID-19 have dramatically demonstrated how flexible workstyles and an agile model of working can be effective. Again, linked to the place based model, this will be further explored to ensure that the Council can bring the people, processes, connectivity and technology, time and place together to find the most appropriate and effective way of working to carry out a particular task.

- 17.84 Responding to the programme of change, the Council will also consider if voluntary redundancy options can be utilised if necessary, to support the change programmes.

### *Income Generation*

- 17.85 The Council has an approved income strategy and will endeavour to pursue key objectives within this strategy. As such the Council will ensure:

- Fees and charges are reviewed annually, and an assessment will be undertaken to determine the extent to which costs are recovered through charging arrangements;
- Traded Services will be reviewed to ensure they are delivering services efficiently and effectively, minimising any adverse impact on the Council's budget;
- Wholly owned companies, the Unity Partnership and MioCare, will explore opportunities for generating income from clients other than the Council to reduce the contribution the Council provides towards operating these companies.

17.86 Although not specifically income generation, the Council will continue its efforts to maximise grant income and bid for external resources for both revenue and capital priority projects to reduce the requirement for specific Council funding.

Review of Reward and Recognition Packages for Staff

17.87 For the last few years, it has been agreed that there would be a review of reward and recognition packages for employees, including essential car user allowances (with a view to making savings in future financial years). This has not progressed in 2020/21 primarily due to dealing with COVID priorities. This was raised once again in the alternative budget proposals put forward by the main Opposition Party on 9 February 2021 and the PVFM Select Committee accepted that this review should progress as soon as possible. It will therefore be a strand of the MTFs Cross Cutting programme with an action plan and key deliverables.

*Other Areas of Budget Review*

17.88 Underpinning all transformation workstreams will be:

- An approach to service delivery where the Council (and its partners) will be making new strategic choices based on the characteristics of Oldham, its people and communities within the borough, thus constantly striving for new opportunities for collaboration and new ways of working between organisations (especially support functions) that share a common footprint;
- A review of the provision of discretionary services and also the level at which statutory services are delivered;
- Traditional approaches to reviewing budgets and the identification of service specific budget reductions and efficiencies including the use of benchmarking analysis and reviewing practices at other Local Authorities.

17.89 At this stage there is still further work to assign specific budget reduction targets to other areas of activity, indeed the overarching target could change as is based on estimates, however as shown in the table below, it is expected that £10.421m of savings will be identified from cross cutting initiatives including income generation and service specific budget reductions and efficiencies. As initiatives are progressed, more definitive estimates will become available.

**Table 37 – Cross Cutting Initiatives**

<b>Proposed Budget Reduction</b>	<b>2021/22 £000</b>	<b>2022/23 £000</b>	<b>2023/24 £000</b>	<b>Totals £000</b>
Additional Anticipated Programme Saving from Cross Cutting Initiatives	0	4,253	6,168	10,421
<b>Total</b>	<b>0</b>	<b>4,253</b>	<b>6,168</b>	<b>10,421</b>

*Indicative Savings to be derived from Transformation Programme and Cross Cutting Initiatives*

- 17.90 In addition to the savings of £16.059m already planned from the transformational workstreams, the following table summarises the indicative savings of £20.225m that may be achievable from the successful delivery of the additional activities in these service areas. Detailed delivery plans are being developed. These will be evaluated, and risk assessed prior to their presentation to Members as budget reduction proposals. Proposals will then be considered by Members for approval before being deployed to offset future budget reduction requirements.

**Table 38 – Transformation Programme and Cross Cutting Initiatives Summary**

Workstream	2021/22 £000	2022/23 £000	2023/24 £000	Totals £000
Place Based Integration/Communities	0	200	300	500
Children's Services	0	3,100	2,925	6,025
Health and Care	0	4,000	4,225	8,225
Economy	0	2,000	3,475	5,475
<b>Total Transformation Programme</b>		<b>9,300</b>	<b>10,925</b>	<b>20,225</b>
Cross Cutting Initiatives	0	4,253	6,168	10,421
<b>Total Budget Reduction Requirement</b>		<b>13,553</b>	<b>17,093</b>	<b>30,646</b>

- 17.91 Clearly this planned activity does not full address the budget reduction requirement. Therefore, further phases of the transformation programme together with other budget processes will clearly have to be employed to address the £10.421m remaining forecast budget reduction requirement (should that sum remain unchanged). In this regard Cross Cutting Initiatives illustrated will be undertaken to support the transformation programmes. During the course of 2021/22, as the next phases of the transformation programme develop and begin to deliver change, the contributions of each of these workstreams will be reported and further targets determined.

On-going Budget Review

- 17.92 Given the importance of delivering budget reductions and embedding the programme of transformational change, during 2021/22, there will be a regular review of the progress of existing change programmes against the delivery milestones and financial targets. It will also ensure that there is continuous emphasis on the delivery of change and the achievement of the budget reductions required in line with the three year strategy.

Reserves and Balances

- 17.93 In the light of the risks and uncertainties highlighted in the MTFS, it is important to maintain a healthy and robust level of reserves and balances to manage uncertainty. Undoubtedly the financial resilience of the Council has been reduced but based on the reserves and balances information set out at Section 13, the position remains manageable when considering the 2021/22 to 2023/24 MTFS period. As outlined above, the Council has prudently set aside £5.700m to support the implementation of transformational change and this reserve will be released in line with the progression of the various change programmes. It is, however, imperative that there are no unforeseen calls on reserves which would undermine the strategy.

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17.94 Whilst the MTFs indicates a potential general use of reserves of £29.000m to balance the budget over the period 2021/22 to 2023/24, with good budget management practices, the delivery of transformational change and budget reduction proposals in line with expectations and taking forward any opportunities for income generation, there may be an opportunity to replenish reserves to improve financial resilience. This will be considered during the final accounts processes for respective financial years.

17.95 The continued reliance on the use of reserves to balance the budget is not without risk but given the planned approach, the availability of reserves to support the transformation process and other corporate initiatives, the risk is to some degree mitigated. However, the position will be monitored closely and in line with the Council's Reserves Policy which is reported to the Audit Committee.

## **18 Pay Policy Statement**

18.1 Included at **Appendix 12** is the Council's current Pay Policy Statement. This Statement sets out the Council's approach to pay policy in accordance with the requirements of Section 38 to 43 of the Localism Act 2011, which requires approval of the Statement through full Council. The purpose of the statement is to provide transparency about the Council's approach to setting the pay of its employees, with particular emphasis on the level of remuneration for senior staff.

## **19 Options/Alternatives**

19.1 The options as follows:

- Option 1 – to accept the assumptions and resulting financial forecasts presented within the report and the budget position at Appendix 4; and to approve the budget reduction proposals and other means to address the budget gap included in this report leading to a balanced 2021/22 budget position at Appendix 9.
- Option 2 – to propose amendments to the assumptions which will change the resulting budget gap and financial forecasts and/or to make comments on and revise the budget reduction proposals/resource allocation outlined in this paper.

## **20 Preferred Option**

20.1 Option 1 is the preferred option. Council approves the 2021/22 budget as presented in this report including £8.793m of recurrent budget reduction proposals, the flexible use of £2.000m of capital receipts and £16.830m of reserves (including a £0.127m one off budget reduction) to address the budget gap and that Council Tax levels are set as recommended in this report. The Council has a statutory duty to set a balanced budget and the budget reductions included in this report along with the other measures proposed including the use of reserves, fulfil that requirement.

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## 21 Consultation

### Public Consultation

- 21.1 Public consultation on the proposed budget reductions opened on 9 November 2020 and ended on Monday 1 February 2021. Consultation primarily took place via an online survey on the Oldham Council website, although 500 paper copies of the consultation were also circulated.
- 21.2 There were a total of 752 complete responses to the consultation; well above the target of 500 responses.
- 21.3 The Council directly engaged with more than 33,000 residents in relation to the budget consultation, via channels including social media, text message, email and post. Articles also ran in the local press, to ensure as many residents as possible were aware of the consultation.
- 21.4 Just eight of the 24 proposals received a net negative agreement; where the total number of respondents who strongly disagreed or disagreed outnumbered those who strongly agreed or agreed. These proposals were Keyring; reduction in Madhlo funding; the service review of the SEND QEST team; Sheltered Housing Support; Carers' Personal Budgets; Men in Sheds Funding; Closure of Grassroots day care centre; and Adult Social Care Prevention and Early Intervention Service.
- 21.5 Respondents were also asked to make alternative suggestions for saving money. The common themes that emerged were changing current working practices; reducing the number of Councillors; rationalising the workforce – particularly those most highly paid – and reducing spend on floral displays.
- 21.6 A full report on the consultation findings has been produced and is included in this report at **Appendix 13**.

(Jeni Harvey, Head of Communications and Research)

### Staff Consultation

#### Budget Reduction Proposals – Workforce Consultation

- 21.7 Budget reduction proposals with workforce implications have been the subject of formal consultation with the workforce and recognised trade unions. This consultation commenced with the issuance of a formal Section 188 notice to trade unions on the 4th January 2021 will concluded on the 18th February 2021. To ensure the approval of budget reduction proposals consider the workforce consultation and responses, below is a summary of such feedback by service area and received up to and including 18th February 2021

#### Service: Family Connect

- 21.8 The proposals seek to align Early Help and Family Support teams in Children's Services within a combined structure organised around Oldham's five districts whilst providing development opportunities for staff and retain the skills and experience currently within the service.
- 21.9 The proposals do present a risk of redundancy to certain posts and these will be mitigated as far as possible through the deletion of vacant posts and ring-fencing arrangements. Feedback received during the consultation has been at an individual level rather than the principles themselves.  
Service: Enforcement

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- 21.10 Proposals in this area concern a reduction in Enforcement Officer capacity. Feedback has been limited and no areas of concern raised by the Workforce.
- Service: HR Advisory
- 21.11 Proposals in this area were developed in response to approved applications for voluntary redundancy as part of the corporate programme. No adverse feedback has been received in this area and the proposals are supported by the teams.
- Service: Registrars
- 21.12 Proposals in this area were developed in response to approved applications for voluntary redundancy as part of the corporate programme. No adverse feedback has been received in this area and the proposals are supported by the teams.
- Service: Districts
- 21.13 Proposals in this area have been developed partly in response to an application for Voluntary Redundancy and to align the service structure to changes to geographical boundaries the team serve (6 districts to 5). Alternative proposals were submitted by the team as part of the formal consultation. This didn't fully meet the service's requirements, but elements have been incorporated in the final proposals.
- Service: Heritage, Libraries and Arts
- 21.14 Proposals in this area were developed in response to approved applications for voluntary redundancy as part of the corporate programme. The proposals have also sought to review the service delivery model and the senior structure to improve delivery and aid development of the workforce. Feedback received during the process of consultation has been positive.
- Service: Customer Contact Centre (Unity)
- 21.15 The proposals address an evolving delivery model within customer services. Feedback from staff has been positive and the focus has been selection methods for new positions.
- 21.16 Staff are engaged, suggesting ideas of how to enhance the digital and on-line agenda that the Council seeking to promote.
- Finance
- 21.17 The proposals seek to make efficiencies within the Finance Service aligning the structure to revised ways of working. Feedback has been limited and no areas of concern raised by the Workforce.
- Wellbeing
- 21.18 The proposals condense the service to deliver at one site rather than two creating cost efficiencies. Early engagement with the workforce has been key and the rationale for the changes are understood.
- 21.19 No proposals have yet been put forward offering any significant alternatives to the proposed structure.

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## At-Risk Staff

- 21.20 Significant effort is going into mitigating the impact on the workforce arising from the budget reduction proposals. There is a heavy focus on identifying those at risk of compulsory redundancy and their redeployment within the organisation. In order to do this Human Resources are assessing potential redeployment in a number of ways, including:
- Vacancies within the organisation before they go to wider recruitment
  - The VR applications rejected as part of the corporate programme as these may present a 'bumping' opportunity, i.e. releasing the VR applicant and redeploying the individual at compulsory risk into that position
  - Vacancies currently being filled by agency workers
- 21.21 The efforts represent a proactive approach with a focus on reducing those leaving the organisation on the grounds of compulsory redundancy as much as possible.

Paul Dernley (Assistant Director - HR Operations)

## Other Consultation

- 21.22 Presentation of the Revenue Budget 2021/22 and Medium Term Financial Strategy 2021/22 to 2023/24 to the Overview and Scrutiny Performance and Value for Money (PVFM) Select Committee was a key stage in the budget consultation process and it considered a version of this report at its meeting on 28 January 2021. The members of the Select Committee questioned and challenged assumptions and issues outlined in the report. There was also detailed scrutiny of the budget reduction proposals and proposed changes to fees and charges. The Select Committee accepted the responses to the questions and was therefore content to commend the report to Cabinet for consideration. Cabinet approved the report at its meeting of 23 February 2021 and commended the report to Council,
- 21.23 Section 65 of the Local Government Finance Act 1992 requires Local Authorities to consult ratepayers (or their representatives) about its proposals for expenditure for the forthcoming financial year. The Council has consulted representatives of the business community on the proposed Revenue Budget 2021/22 and Medium Term Financial Strategy 2021/22 to 2023/24. There was a limited response, but comments received are included within the Let's Talk Budget – Summary of Consultation
- 21.24 The Schools Forum has been consulted on the proposed allocation of resources via the Schools Funding Formula (13 January 2021) and has agreed the recommended approach.
- 21.25 The Council submitted a consultation response to the MHCLG on the Provisional LGFS and other key consultation documents.

## **22 Financial Implications**

- 22.1 Financial Implications are dealt with in full within the detail of the report.

## **23 Legal Services Comments**

- 23.1 Legal issues are addressed in the body of the report. The Council has a legal obligation to pass a resolution to agree its budget and Council Tax resolutions before 11 March 2021.

(Paul Entwistle, Director of Legal Services)

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## **24 Co-operative Agenda**

- 24.1 As a Co-operative Council, Oldham is committed to reforming public services and encouraging innovation, leading to better outcomes and delivery. The revenue budget projections have been prepared so that they support the Council's co-operative agenda with resources being directed so that the aims, objectives and co-operative ethos of the Council are delivered.

(Jonathan Downs, Corporate Policy Lead)

## **25 Human Resources Comments**

- 25.1 In support of the Council's budgetary pressures, the organisation issued a Section 188 notice and launched a voluntary reduction programme on the 24 August 2020 inviting applications from the workforce to leave the organisation on the grounds of voluntary redundancy or reduce their working time through part-time hours, flexible retirement or the purchase of additional leave. This scheme closed on the 4 October 2020 and the majority of approved applicants (69) left the organisation on the 31 December 2020. This programme was equally mirrored in the Unity Partnership with 12 approved applicants. This exercise was undertaken as a pre-cursor to Service Redesign and compulsory redundancies in an effort to reduce the impact on the workforce.
- 25.2 Upon conclusion of the voluntary programme the organisation issued a second Section 188 notice on the 4 January 2021 to open formal consultation with Staff and Trade Unions in areas where the approved budget reduction proposals required service redesign and would result in a reduction of posts / staff. The issuance of a formal S188 notice is a statutory requirement to commence formal collective consultation on potential job losses is triggered where the employer proposes to dismiss as redundant more than 20 employees over a 90 day period.
- 25.3 Formal consultation with affected staff and Trade Unions concluded on the 18 February 2021. Feedback to this process from the workforce is summarised in the body of this report.
- 25.4 Upon approval of the budget reduction proposals, implementation will be undertaken in accordance with the appropriate policies / procedures and proactive redeployment put in place to minimise the impact on the workforce where possible.

Paul Dernley (Assistant Director - HR Operations)

## **26 Risk Assessments**

- 26.1 There are a wide range of issues which could impact on the MTFs and projections. A regular review of projections will ensure that any key changes are highlighted immediately.

Mark Stenson (Head of Corporate Governance)

## **27 IT Implications**

- 27.1 Any specific IT implications associated with the proposals included in the report are detailed within the individual budget reduction proformas included at Appendix 6.

## **28 Property Implications**

- 28.1 Any specific property implications associated with the proposals included in the report are detailed within each individual budget reduction proformas included at Appendix 6.

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## **29 Procurement Implications**

- 29.1 Any proposals that impact on the procurement of goods, services etc. will be undertaken in full liaison with the Procurement Service and in compliance with all necessary Council and statutory requirements.

## **30 Environmental and Health & Safety Implications**

- 30.1 Environmental and Health and Safety implications will be considered when dealing with the individual proposals as appropriate.

## **31 Equality, community cohesion and crime implications**

- 31.1 In taking financial decisions, the Council must demonstrate that it has given “due regard” to the need to eliminate discrimination, promote equality of opportunity and promote good relations between different groups.

- 31.2 Demonstrating that “due regard” has been given involves:

- assessing the potential equality impacts of proposed decisions at an appropriate stage in the decision-making process - so that it informs the development of policy and is considered before a decision is taken; and
- ensuring that decision makers are aware of the equality duties and any potential equality issues when making decisions.

NB – having due regard does not mean the Council cannot make decisions which have the potential to impact disproportionately, it means that the Council must be clear where this is the case and must be able to demonstrate that it has consulted, understood and mitigated the impact.

- 31.3 To ensure that the process of impact assessment is robust, it needs to:

- Be specific to each individual proposal;
- Be clear about the purpose of the proposal;
- Consider available evidence;
- Include consultation and involvement with those affected by the decision, where appropriate;
- Consider proposals for mitigating any negative impact on particular groups; and
- Set out arrangements for monitoring the actual impact of the proposal.

- 31.4 The Equality Act 2010 extends the public sector equality duties to cover nine protected characteristics, namely:

- age,
- disability,
- gender,
- gender reassignment,
- marriage and civil partnership,
- pregnancy and maternity,
- race,
- religion and belief and
- sexual orientation.

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- 31.5 In December 2010, the Government announced that it would not be taking forward the socio-economic duty for public bodies. Despite this the Council has continued to consider people on low incomes as part of its equality impact assessment process.
- 31.6 Assessing the potential equality impact of proposed changes to policies procedures and practices is one of the key ways in which public authorities can show 'due regard'. Equality Impact Assessments (EIAs), therefore, provide a structured framework which enables the Council to ensure that it considers the equality impact of decisions, and to demonstrate to others that it has done so.
- 31.7 Oldham's EIA form is based on the experience of previous years and incorporates elements from good practice elsewhere. The main aims of the Councils current EIAs are to:
- strengthen the process through improved accountability – identifying a lead officer for each EIA;
  - stimulate a more rigorous and overt analysis of the impact and possible mitigations; and
  - implement a stronger equality monitoring and management process to ensure that the Council follows through on any commitments. This includes identifying risks to implementation and how these will be managed.
- 31.8 The equality impact assessment process undertaken for the Council's budget process involves:
- An initial equality impact screening – The budget proposal action plan forms completed by each Director / Service Manager incorporate an initial equality screening to identify whether any proposal has the potential for significant disproportionate adverse impact in respect of any protected characteristic i.e. whether the impact of the proposal falls disproportionately on any particular group – such as people with a disability.
- 31.9 The key aims of this review process are to:
- assess the potential equality impact of each proposal using the information provided;
  - provide challenge to those where the initial screening does not accurately identify those equality groups potentially affected and that a further screening process needs to be completed.
- 31.10 Full equality impact assessment – An equality impact assessment is carried out if the initial screening identifies that the proposal could have a potential significant, disproportionate adverse equality impact.
- 31.11 A key element to assessing the equality impact has been the involvement of elected Members. This involvement has included:
- Consideration of equality impacts throughout the Member budget review process, including through the initial screenings on the proposal forms and a briefing paper;
  - Briefings between Directors and Cabinet Members during development of proposals and working together to consider the equality impacts and identify any mitigating actions;
  - Both the EIA screening information contained with the budget proposals and the EIA forms themselves, where available, were submitted to, and considered by PVFM Select Committee. NB: Where public consultation was required, the EIA forms were still in draft form at that stage;
  - Final EIAs are available to Members alongside the budget reduction proposals included in this report.
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31.12 Following an initial equality impact screening process for the budget proposals included within this report, it was determined that none of the proposals required public consultation or the completion of a full equality impact assessment.

(Jonathan Downs, Corporate Policy Lead)

## **32 Key Decision**

32.1 Yes

## **33 Key Decision Reference**

33.1 FG-11-20

## **34 Background Papers**

34.1 The following is a list of the background papers on which this report is based in accordance with the requirements of Section 100(1) of the Local Government Act 1972. It does not include documents, which would disclose exempt or confidential information as defined by that Act.

File Ref: Background papers are contained in Appendices 1 - 13  
Officer Name: Anne Ryans / Neil Stott  
Contact: anne.ryans@oldham.gov.uk (0161 770 4902)  
neil.stott@oldham.gov.uk

## **35 Appendices**

- Appendix 1 - Council Policies and Strategies
- Appendix 2 - Dedicated Schools Grant 2021/22
- Appendix 3 - Council Tax Tax Base Calculation 2021/22
- Appendix 4 - Current Budget Position 2021/22
- Appendix 5 - Budget Reductions Summary
- Appendix 6 - Detailed Budget Reduction Proposals and EIA's
- Appendix 7 - Proposed 2021/22 Fees and Charges Schedules
- Appendix 8 - Council Tax 2021/22
- Appendix 9 - Budget Position 2021/22 post Budget Proposals
- Appendix 10 - Indicative Net Revenue Budget Presentation 2021/22
- Appendix 11 - Summary MTFS Position 2021/22 to 2023/24 post Budget Proposals
- Appendix 12 - Pay Policy Statement 2021/22
  - 12a – Table 1: Senior management remuneration
  - 12b – Chart 1: Family tree of officers earning over £50k as at December 2020
  - 12c – Table 2: Salaries expressed as a ratio of the Chief Executive as at December 2020
- Appendix 13 - Let's Talk Budget – Summary of Budget Consultation

## Oldham Council Policies and Strategies

## Appendix 1

Service	Title	Description
Children's Social Care	Family and Friends Care Policy	This policy describes how the Council will assess and provide help to family and friends who become carers for children who cannot live with their birth parents.
Children's Social Care	Looked After Children Commissioning Strategy	The purpose of this strategy is to set out how Oldham Council will meet the placement needs of current and future children in care and care leavers and improve their outcomes considering our understanding of their needs and current provision.
Children's Social Care	Residential Services	This document sets out a vision for residential children services across Bury, Oldham and Rochdale councils. The vision covers all residential services including children's homes, emergency temporary accommodation, supported accommodation and residential short breaks for disabled children.
Children's Social Care	Youth Justice Strategic Plan	The Youth Justice Strategic plan sets out the strategy for the Oldham Youth Justice Service and how the Council will collaborate with partners and other services to support children, young people and families. An integrated range of services including 'Early Help' is also provided to try and prevent young people from entering the youth justice system.
Corporate	Corporate Enforcement Policy	This document sets out what businesses and others can expect from Oldham Council and its officers when enforcement action is being taken. It commits the Council to good enforcement practices and procedures. The document has been prepared with regard to current legislation and specific policies which detail standards to which the Council must adhere.
Corporate	Key Decision Document	The Key Decision Document details the key decisions that the Council is going to take over a four-month period. It aims to make the citizens of Oldham aware of the key decisions that are going to be taken as well as the consultation methods available for them.
Corporate	Single Use Plastics	This policy was developed in response to a Council motion asking Cabinet to develop a robust strategy to make Oldham a 'single-use plastic-free' authority and encourage the Borough's institutions, businesses and citizens to adopt similar measures.
Corporate	Modern Slavery Act 2015 Transparency Statement	In accordance with the Modern Slavery Act 2015, Oldham Council seeks to ensure that no slavery or human trafficking is taking place in any part of its own business or any of its supply chains.

<b>Service</b>	<b>Title</b>	<b>Description</b>
Corporate	Registration Service Delivery Plan	This document sets out a plan for the delivery of Registration Services for the borough of Oldham.
Corporate	Homelessness Strategy	The Council's Homelessness Strategy sets out visions and targets to reduce homelessness in Oldham. The strategy identifies individuals and families that are at risk of becoming homeless, sets out how the Council's multi-agency approach will work with individuals and families to stop them from being homeless in the first place and where able, to assist and provide emergency housing provision. In the long-term, the strategy will, eradicate homelessness by securing long term housing provision.
Corporate	Community Safety	Oldham's Community Safety plan sets out our vision for creating a more safe, inclusive and fairer place for everyone to live and work in. The strategy acknowledges the diverse communities that represent Oldham, the challenges they face and our approaches in eradicating them to ensure all our communities can live and work together.
Corporate	Complaints or Feedback Policy	The policy provides information on how the Council provides a fair, consistent and structured approach to dealing with complaints.
Economic Development	Medium Term Property Strategy	This document sets out the Council's approach to managing its large and diverse property portfolio over the medium term.
Education, Skills & Early Years	Oldham's Inclusion Policy	This policy articulates a shared ambition for all Oldham's children and young people, placing them at the centre of everything and putting their voice first. Through strong partnership working the Council will identify their needs early and secure high quality, appropriate educational provision.
Education, Skills & Early Years	Participation and Engagement Strategy	Provides a framework for all agencies working with, or wishing to engage with, children and young people in Oldham based on guiding principles derived from the United Nations Convention on the Rights of the Child (UNCRC).
Education, Skills & Early Years	Sustainable Modes of Travel to School Strategy	This strategy aims to make it easier for parents and pupils to use different types of transport to get to school, college or training.
Education, Skills & Early Years	Aiming High	This programme ensures disadvantaged children with SEND can access short breaks that are fit for purpose and age appropriate.
Education, Skills & Early Years	Autism Strategy	The aim of the strategy is to improve both the design and delivery of services and support to ensure improved outcomes for people with autism and achieve value for money from commissioned services.

<b>Service</b>	<b>Title</b>	<b>Description</b>
Education, Skills & Early Years	Local Authority Policy on Free Schools	This policy seeks to ensure the Council can exert influence over the choice of trust/sponsor for every Free School established in Oldham. The policy on Free Schools outlines criteria that the Council should insist on for any provider hoping to operate a Free School within Oldham. This includes working in partnership with the Council and working with the Oldham Education and Skills Commission to develop and improve the education offer for parents, young people and the community.
Education, Skills & Early Years	Policy on Academy Conversion and Guidance for Schools	This policy ensures that the Council can proactively manage and influence the academy conversion process within the current statutory framework in order to shape the future of education in Oldham and, at an operational level, manage any reputational, educational and financial risks.
Education, Skills & Early Years	Oldham Education and Skills Commission	The Oldham Education and Skills Commission set out a vision for Oldham to create a 'self-improving education system' where schools, colleges and all interested parties work together in a collaborative partnership. The focus of the partnership is the continuous improvement of outcomes for children and young people, leadership, teaching, learning and assessment.
Education, Skills & Early Years	Oldham Work and Skills Strategy	The strategy aims to create jobs, deliver social regeneration and in-work progression. deliver the vision of the Oldham Education and Skills Commission (OESC), improve college provision and support a thriving private sector.
Education, Skills & Early Years	Get Oldham Working	A key aim of the Council is to improve employment opportunities for Oldham residents. As part of the Work and Skills Strategy, the "Get Oldham Working" campaign has created thousands of job, apprenticeship, traineeship and work experience placement opportunities.
Education, Skills & Early Years	Policy for Monitoring Challenge, Support and Intervention in Schools	This policy sets out how Oldham Council will fulfil its statutory duties in relation to maintained schools and provides the framework for engagement with Academies, Free Schools and Academy Sponsors in relation to standards and attainment.
Education, Skills & Early Years	Free School Meals Policy	This policy ensures there is a clear, transparent and accessible application and eligibility assessment process in place for Free School Meals.
Environmental Services	Local Flood Risk Management Strategy	This strategy aims to tackle 'local flood risk', which includes flooding from surface water, groundwater, ordinary watercourses, canals and reservoirs. This type of flooding is responsible for most of the household flooding in England, but until now there has been no duty on the Council or the Environment Agency (EA) to address these forms of risk in an organised way. The strategy aims to address this gap and direct and manage the way forward.

<b>Service</b>	<b>Title</b>	<b>Description</b>
Environmental Services	Air quality management	The Council has a statutory duty to review and assess air quality within the borough to determine whether air quality objectives will be met. Alongside other districts, Oldham has contributed to the production of a joint Greater Manchester Air Quality Action Plan.
Environmental Services	Environmental Policy	This policy provides a framework for identifying and tackling the environmental impacts of operations and services, and influencing others to do the same, prioritising areas where the most impact can be made. The policy aims to ensure the environment allows us, our children and our grandchildren to prosper.
Environmental Services	Light Duty Vehicle Crossings Policy	This policy sets out the Council's procedures for assessing Light Duty Vehicle Crossing applications to ensure that they are assessed in a consistent and fair manner.
Environmental Services	Highway Safety Inspection Policy	This policy details how the Council will carry out proactive and reactive safety inspections to ensure that the Council can meet its statutory duty to maintain the highway. This policy also sets out how the Council will apply the principles of the national code of practice and Greater Manchester Highway Inspection Framework to its safety inspection regime.
Environmental Services	Oldham Highway Asset Management, Policy, Framework and Strategy	The Highways Asset Management Policy, Framework and Strategy details the individual processes for maintaining all major highway assets. These processes have been developed to provide best value for money on a whole life cost basis for the asset, by maintaining assets to approved service levels appropriate to the overall current condition of the asset.
Environmental Services	Gambling Policy Review	Local authorities have statutory responsibilities for licensing premises used for gambling and associated activities. This strategy aims to prevent gambling from being a source of crime and disorder, ensure gambling is conducted in a fair and open way; and protect children and other vulnerable people from being harmed or exploited by gambling.
Environmental Services	Licensing Act 2003 - Review of Statement of Licensing Policy	This policy provides advice to businesses and the public on what the Council expects of those licensed under the Licensing Act 2003. The policy also provides a decision-making framework for the Council via its Licensing Committee, and the Licensing Premises Panel, to exercise its quasi-judicial functions under the Act.

<b>Service</b>	<b>Title</b>	<b>Description</b>
Health and Social Care	Health and Wellbeing Strategy	This policy outlines how the Council and its partners will work together to improve the health and wellbeing of the borough's population. Reducing health inequalities is a key priority for Oldham and the strategy will identify the local context and local challenges (socio-economic) to eradicate health disparities.
Health and Social Care	Early Help Strategy	The Early Help Strategy captures the important priorities and local challenges faced by children and families. It identifies those who need additional support and identifies children and families from marginalised communities, so no one goes missing. The Strategy provides a voice for children and families and support will be provided in line with their requirements, with a multi-agency perspective.
Health and Social Care	Safeguarding Partnership Strategy	A Safeguarding Strategy includes our approach in identifying children, young people and adults who are vulnerable and at risk of coming into harm. The policy lays out how a multi-agency approach to safeguarding will strengthen our approach to keeping people safe as a strong partnership approach will facilitate and strengthen information sharing to prevent people coming into harm in the first place and also work to reduce the number of people coming into harm and mitigate the impact of harm and risk.
Health and Social Care	Adult Social Care Preferred Accommodation and Top-Up Arrangements	Where a person's needs have been identified to be met in a residential or nursing home setting, shared lives environment or supported living accommodation, the person may choose a setting that is more expensive than the amount identified for the provision of care within their personal budget or the Councils residential care price framework. This policy sets out how the Council will deal with preferred accommodation requests and associated 'top-up' payments.
Health and Social Care	Adult Social Care Provider Failure Policy	As required by the Care Act 2014, this policy sets out how the Council will meet the care and support needs of an individual and the support needs of a carer when a registered care provider becomes unable to carry on a regulated activity, establishment or agency as a result of business failure.
Health and Social Care	Adult Social Care Local Account	The Adult Social Care Local Account provides Oldham borough residents with information about Adult Social Care services and how it aims to support and improve the lives of service users.
Health and Social Care	Adult Social Care Information and Advice Strategy	The aim of the strategy is to take stock of information and advice provision across care and support and to recommend required improvements.

<b>Service</b>	<b>Title</b>	<b>Description</b>
Health and Social Care	Child and Adolescent Mental Health Services Strategy	This strategy aims to improve emotional wellbeing and mental health for children and young people in Oldham.
Health and Social Care	Local Welfare Provision Policy	This policy aims to meet the short-term emergency / immediate support needs of vulnerable residents and to assist vulnerable residents to establish or maintain a home in the community.
Health and Social Care	Locality Plan for Health and Social Care Transformation	Through the integration of Health and Social Care services, the vision is to achieve and sustain the greatest and fastest improvement in wellbeing and health for the people of Oldham. This will be achieved through innovative programmes, new ways of working, and partnerships.
Health and Social Care	Right Start Pre-school children's oral health improvement strategy	This strategy aims to improve the oral health of pre-school children living within the borough of Oldham.
Health and Social Care	Oldham Public Health Charter	The charter is committed to creating the conditions for residents to take greater control over their own lives and enjoy the freedoms that lead to healthy and independent lives.
Health and Social Care	Think Local Act Personal (TLAP)	TLAP is a national, cross sector leadership partnership focused on driving forward with personalisation and community-based support – the process of enabling people to be in more control of the care and support services they receive. It encourages interaction between service users, carers, Councils and other groups.
Planning	Local Plan	The Local Plan is a series of documents setting out planning and development arrangements for the borough of Oldham covering the local development scheme, local plan review, supplementary planning documents, neighbourhood planning, the brownfield land register and housing land.
Youth, Leisure & Communities	Libraries Strategy	This document sets out a strategy for the delivery of Library Services within the borough of Oldham.
Youth, Leisure & Communities	Domestic Violence Strategy	This document sets out how the Council and partners will deal with the issue of domestic violence and promote a social norm where individuals treat each other with respect and dignity.
Youth, Leisure & Communities	Oldham Playing Pitch Strategy	This strategy aims to ensure that sufficient playing pitches are provided. These should be of a good quality and should support the needs of each sport and club in Oldham. Provision should aim to be sufficient yet flexible enough to deal with current and projected increases in demand.

## 1. Background

- 1.1 The Dedicated Schools Grant (DSG) is a ringfenced grant payable to Local Authorities by Government for the funding of both maintained schools and academies. From 2018/19, the Government changed the way it funds the Authority for schools via the DSG to a standard means of allocating resources. This is known as the National Funding Formula (NFF).
- 1.2 The DSG contains 4 blocks, each of which is determined by a separate National Funding Formula which calculates the total funding due to Local Authorities. The Department for Education (DfE) calculated the funding that Local Authorities will receive for the Schools Block as if the National Funding Formula had been applied. As in 2020/21, it still remains the role of the Local Authority to determine the funding to schools and academies via their Local Funding Formula for the Schools and Early Years Blocks.
- 1.3 There is no legal requirement for Authorities to move further to the funding allocation methodology introduced by the NFF in 2018/19 when determining schools and academies funding for 2021/22 using the local formula, however there is a requirement for the Local Authority to consult with schools on the DSG allocation methodology that will be applied.
- 1.4 As referenced above, the DSG is made up of 4 blocks of funding:
  - a) The **Schools** block covers funding for:
    - Individual mainstream schools and academies
    - Growth Funding for planned growth by the Local Authority (LA) in schools.
  - b) The **High Needs** block covers funding for the education of pupils subject to Education, Health and Care Plans from age 0-25 in a range of provision including special schools, mainstream schools, alternative provision, independent specialist provision and Council centrally retained expenditure for High Needs. Funding for the High Needs block has over the past few years, not kept pace with demand.
  - c) The **Early Years** block covers:
    - Two Year old Funding
    - Early Years Funding in Schools and Private, Voluntary and Independent provision
    - Centrally retained expenditure for under 5's.
  - d) The **Central Schools Services** block covers:
    - Funding previously allocated through the retained duties element of the Education Services Grant (ESG) which has been discontinued from 2018/19
    - Central school services which includes the expenditure related to Schools Forum, Premature Retirements, Admissions service, and School Improvement
    - School Licenses
    - Statutory and Regulatory duties.

- 1.5 There is limited flexibility for Local Authorities to transfer funding between the four blocks, even though there are growing demand pressures in the High Needs Block. For 2021/22 the Education and Skills Funding Agency (ESFA) has limited the movement of funds from the Schools Block to other blocks to 0.5% of the total Schools Block Allocation, but only with the agreement of the Schools Forum. Any proposed movement above the 0.5% must be referred to the Secretary of State for approval.
- 1.6 The Authority has a responsibility to ensure that the DSG is deployed in accordance with the conditions of the grant and the School and Early Years Finance (England) regulations 2020. The arrangements for 2021/22 are detailed by the ESFA “2021 to 2022 Schools revenue funding operational guide” published in July 2020 and the “High needs funding 2021 to 2022 operational guide” published in September 2020.

## **2. DSG Allocations 2021/22**

- 2.1 On 20 July 2020, the Department for Education, via the Education and Skills Funding Agency published provisional DSG funding allocations for 2021/22. This included notification that nationally, Schools funding would increase by £2.6bn in 2020/21, £4.8bn by 2021/22 and £7.1bn by 2022/23. Within this funding announcement the Government advised that in 2021/22, High Needs funding for Schools was set to increase by £730m.
- 2.2 Oldham’s share of this overall DSG funding for 2021/22 was initially announced in July at a sum of £261.701m excluding Early Years funding, based on October 2019 pupil numbers. It was subsequently revised on 17 December 2020 based on October 2020 pupil numbers. The 2021/22 DSG allocation for Oldham is £285.413m including the Early years Block; being £21.940m more than the 2020/21 allocations (analysed in Table 1 below).
- 2.3 As there is a requirement to agree the funding formula with schools, consultation with schools and the Schools Forum was required. A budget paper, based on estimated 2019 pupil numbers and an estimated Schools Block allocation of £216.559m, was presented to Schools Forum on 18 November 2020. This suggested a funding allocation methodology for schools; a move towards the 2021/22 NFF cash values in full except for the Area Cost Adjustment factor, which was to be reduced to 1.00000, together with a 0.5% transfer of DSG funding between the Schools and the High Needs Funding Blocks.
- 2.4 The projection that Schools Forum received was that the outturn DSG position for 2020/21 was showing a deficit of £6.186m, mainly due to additional costs of funding from the High Needs block for Special Schools, the Pupil Referral Unit, additional children with statements in mainstream schools, the cost of high cost external placements and an increase in learners accessing Post 16 FE provision.
- 2.5 The funding formula and the 0.5% transfer between blocks as proposed was approved by Schools Forum and provides a minimum funding level per pupil of £4,180 for primary and £5,415 for secondary schools. The funding formula and 0.5% transfer between blocks was subsequently reported to and approved by Cabinet on 14 December 2020.

- 2.6 As advised above, the Council received the final DSG notification for 2021/22 including an amount for the Early Years Block on 17 December 2020. The 2021/22 DSG for Oldham is a total value of £285.413m, which includes additional funding of £16.774m for the Schools Block and £5.243m for the High Needs Block. The total allocation is analysed over the four funding blocks including comparisons to the 2020/21 actual allocations in the table below:

**Table 1 – Dedicated School Grant 2021/22**

	<b>Schools Block</b>	<b>Central School Services Block</b>	<b>High Needs Block</b>	<b>Early years Block</b>	<b>Total DSG Allocation</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
2021/22 Allocation	218,648	2,618	44,432	19,715	<b>285,413</b>
2020/21 Allocation*	201,874	2,689	39,189	19,721	<b>263,473</b>
<b>Variance</b>	<b>16,774</b>	<b>(71)</b>	<b>5,243</b>	<b>(6)</b>	<b>21,940</b>

\*2020/21 Early Years allocation includes a retrospective allocation of £275k re 2019/20

- 2.7 The allocations for the Schools and Central Schools Services Block are final. A small proportion of the High Needs Block is subject to change and will be adjusted in Spring 2021. This will include an adjustment for Springboard Free School which is included within the Local Authority allocation and imports/exports (Oldham children educated in schools outside the borough and children from outside the borough educated in Oldham schools). For planning purposes, the allocation for imports/exports has been estimated and the allocation adjusted. The Local Authority will also estimate the Early Years Block based on the January 2021 census when available, as the current figure is based on January 2020, and this is not formally updated until July 2021. In addition, the Early Years Block funding will not be fully finalised until July 2022 because 7/12 of the allocation will be based on the January 2022 census.
- 2.8 Overall, the 2021/22 allocation has increased by £21.940m. For 2021/22, historic commitments funding has been reduced by 20% nationally by the DfE. The DfE will continue to unwind this funding in future years. As a result, the Central School Services Block allocation for Oldham for 2021/22 has reduced by £0.265m although the costs will still be incurred. The impact of this reduction is being managed as part of the Council's 2021/22 revenue budget setting process. The amount for ongoing responsibilities has increased by £0.194m due to an increase of 348 pupils and additional funding of £3.52 per pupil for the Increase in amount for Teachers' Pension Employer Contribution Grant (TPECG) for centrally employed teachers for 2020 to 2021.

### **3 DSG Deficit**

- 3.1 The DSG has been in deficit since 2016/17, largely caused by spending pressures in the High Needs Block in relation to increasing numbers of pupils receiving Education Health & Care Plans (EHCPs), increasingly complex needs, increasing costs of provision, particularly those outside the Local Authority, the Pupil Referral Unit and for Post 16 Education.

- 3.2 There have been transfers of funding from other blocks (including using year end underspends) towards offsetting the deficit and Table 2 below shows the net overall position of the DSG balance for the last few years.

**Table 2- DSG Surplus / Deficit**

DSG High Needs Block	High Needs Block (Deficit)/ Surplus £000	Movement from Schools Block £000	Savings/ Movement Schools Block £000	Savings/ Movement Early Years Block £000	Overspend CSSB £000	Other £000	DSG (Deficit)/ Surplus £000	Cumulative DSG (Deficit)/ Surplus £000
2015/16	(671)	0	1,399	99	0	10	837	837
2016/17	(2,968)	385	38	1	0	5	(2,539)	(1,702)
2017/18	(4,336)	2,380	682	(55)	0	0	(1,329)	(3,031)
2018/19	(2,665)	1,878	268	826	0	1	308	(2,723)
2019/20	(4,239)	1,594	366	134	(48)	0	(2,193)	(4,916)
2020/21 estimate	(1,473)	1,009	875	0	(54)	0	357	(4,559)
2021/22 estimate	1,542	1,049	(1,539)	0	(41)	0	1,011	(3,548)

### High Needs Block

- 3.3 The High Needs Block mainly funds pupils in specialist and alternative settings, such as special schools (both maintained and independent), resource units within mainstream schools, pupil referral units, and pupils with high needs in mainstream and early years settings and post 16 colleges. It also provides central support services such as Hearing and Visual Impairment (HI/VI) services.
- 3.4. Table 3 details the funding allocation for the High Needs Block. The allocation is provisional as there are still adjustments to be confirmed.

**Table 3. High Needs Block Allocation**

High Needs Block	2020/21 allocation £000	2021/22 allocation £000
High Needs Formula	33,880	38,002
Hospital Allocation	486	592
Additional Allocation	0	0
Special Schools Census	3,965	4,979
Additional funding for Special Free School	213	214
Import/Export Adjustment (not yet known 2021/22)	645	645
<b>Notified High Needs Allocation</b>	<b>39,189</b>	<b>44,432</b>
Estimated Additional allocation imports/exports	0	198
<b>Gross High Needs Allocation</b>	<b>39,189</b>	<b>44,630</b>
Transfer from Schools Block; 0.5% 2020/21 and 0.50% 2021/22	1,009	1,049
<b>Gross High Needs Allocation after transfer</b>	<b>40,198</b>	<b>45,679</b>
Top sliced for Academies for ESFA (recoupment) to pay academies direct. 2021/22 is an estimate	(10,027)	(10,282)
<b>Total High Needs Block</b>	<b>30,171</b>	<b>35,397</b>

- 3.5 The funding for 2021/22 has increased by £5.243m. The place funding for academies/free schools is top sliced from the Local Authority allocation and paid to the school direct.
- 3.6 Despite the additional funding notified for 2021/22, there remains a requirement for the transfer between the Schools and High Needs blocks to continue in Oldham in order for the DSG to be brought back into balance in 2023/24. In total therefore, after allowing for the 0.50% movement of £1.049m, the revised Schools Block is £217.600m and the revised High Needs Block is £45.679m (includes estimated £198k for imports/exports)
- 3.7 Table 4 shows the current recovery plan. Additional pressures of £0.691m not anticipated in the initial recovery plan (nor by the DfE) create a predicted adverse variance of £4.559m in 2020/21. This was reported to the Schools Forum on 13 January 2021 and to Cabinet at its meeting on 23 February 2021, in the month 8 financial monitoring report .
- 3.8 Further anticipated, additional pressures in 2021/22 are offset by the increased funding from Government, estimated savings from Out of Borough placements and favourable adjustments for imports/exports to deliver a potential in-year surplus of £1.011m, despite which there remains a forecast deficit of £4.597m. This reduces to £3.548m with a transfer between Schools and High Needs Blocks.
- 3.9 It is an important element of the financial management of the Authority that the DSG is not in a deficit position and there has been action to address this. However, the current deficit has resulted from the increase in DSG resources being more than offset by the increasing numbers of children with special needs entering the education system, predominantly resulting in increased expenditure in the High Needs Block. Action taken so far to try to reduce the deficit include:
- The revision of Council processes to ensure that Education Health and Care Plans (EHCP) are issued in a timelier manner and reviewed more frequently with regard to the needs of the child
  - Changes to the process for the placement of children out of borough
  - Transfers of funding between the Schools and High Needs blocks
- 3.10 Work will continue during the remainder of 2020/21 and throughout the next few years to address the DSG deficit position, building on the work already in train, with the continued monitoring of the detailed DSG recovery plan. However, it is evident, that progress has been hindered by the impact of COVID-19 and the widespread disruption to the education system during 2020.
- 3.11 The recovery plan has been revisited and this highlights that the DSG deficit forecast for 2020/21 has reduced to £4.559m due to growth funding not spent in 2020/21 but committed for 2021/22. In order to set a realistic timeframe for the removal of the cumulative DSG deficit the plan has been extended by an additional two years to 2023/24.

**Table 4 - DSG Recovery Plan**

	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
<b>Opening Balance - Surplus/(Deficit)</b>	<b>(4,916)</b>	<b>(4,559)</b>	<b>(3,548)</b>	<b>(1,879)</b>
Movements per original plan	1,048	5,081		
<b>Original Forecast Variance</b>	<b>(3,868)</b>	<b>522</b>	<b>(3,548)</b>	<b>(1,879)</b>
Estimated Adjustments including Additional (Pressures)/ Savings	(691)	(4,268)	185	123
Estimated Savings Out of Borough	0		286	928
Additional High Needs Funding	0		1,000	1,000
Estimated adjustment re imports/exports	0	198	198	198
0.5% Movement Agreed by Schools Forum				
<b>Revised Net Forecast (Deficit)/Surplus</b>	<b>(4,559)</b>	<b>(3,548)</b>	<b>(1,879)</b>	<b>370</b>

- 3.12 The recommendations of the DfE consultation 'Clarifying the Specific Grant and Ring-Fenced Status of the DSG' have been incorporated in the Schools and Early Years Finance (England) Regulations 2020, which were laid before Parliament on 30 January 2020 and came into force on 21 February 2020. The revised legislation makes it entirely clear, on a statutory basis, that a DSG deficit must be carried forward to be dealt with from future DSG income, unless the Secretary of State authorises an Authority not to do this. The Government's intention is that DSG Deficits should not be covered from general fund resources and that over time they should be recovered from DSG income. This came into force from 29 November 2020 and is applicable for 3 financial years starting in the 2020/21. Local Authorities must charge the amount of the deficit to an account established, charged and used solely for the purpose of recognising deficits in respect of its schools' budget. This account must be presented within the Statement of Accounts.
- 3.13 The new regulations also mean that there will no longer be an automatic 1% trigger for the production of a DSG deficit recovery plan, instead the DfE will focus on those Authorities requiring help through a more measured and targeted approach. As the current recovery plan has been agreed with the Schools Forum, it is appropriate to continue to present information in this format. The Authority will continue to use the recovery plan arrangements as an effective means of monitoring the DSG position and returning the deficit to a surplus and will continue to liaise with the Schools Forum accordingly.

APPENDIX 3

Council Tax Tax Base Calculation 2021/22 (Based on all properties)

Bands	A reduced	A	B	C	D	E	F	G	H	Total
Total number of Dwellings on the Valuation List		50,639	17,317	16,332	6,990	3,341	1,538	899	82	97,138
Total number of Exempt and Disabled Relief Dwellings on the Valuation List	137	(1,298)	(195)	(346)	(117)	(55)	(16)	(13)	(22)	(1,925)
No. of Chargeable Dwellings	137	49,341	17,122	15,986	6,873	3,286	1,522	886	60	95,213
Less: Estimated discounts, exemptions and disabled relief	(7.75)	(5,673.50)	(1,459.25)	(1,148.25)	(392.50)	(160.75)	(71.75)	(40.25)	(4.75)	(8,958.75)
Total equivalent number of dwellings after discounts, exemptions and disabled relief	129.25	43667.5	15662.75	14837.75	6480.5	3125.25	1450.25	845.75	55.25	86,254.25
Factor stipulated in regulations	5/9	6/9	7/9	8/9	9/9	11/9	13/9	15/9	18/9	
Band D equivalent	71.8	29,111.7	12,182.1	13,189.1	6,480.5	3,819.8	2,094.8	1,409.6	110.5	68,469.9
Net effect of Local Council Tax Support Scheme (LCTSS) and other adjustments – reduction in Band D Equivalents										(10,217.3)
Increase in Band D equivalents in 2021/22 based on estimates of changes in discounts & exemptions and the acceleration of planned housing/ regeneration schemes.										869
<b>Total after LCTSS and other adjustments</b>										59,121.6
Multiplied by estimated collection rate										96.75%
<b>Band D Equivalents</b>										<b>57,200</b>

For information: Parish Council Tax Tax Bases –

Saddleworth 8,699

Shaw & Crompton 5,479

## Appendix 4 - Current Budget Position 2021/22

Estimated revenue position 2021/22	2021/22 £000
<b>Prior Year Net Revenue Budget</b>	<b>292,838</b>
Adjustment for new one off funding in 2020/21	(58,705)
<b>Prior Year Adjusted Net Revenue Budget</b>	<b>234,133</b>
<b>2021/22 Adjustments to the Base Budget</b>	
Adjustment for one off funding in 2020/21 Rough Sleeping Initiative	(37)
Adjustment for one off expenditure in 2020/21 - Creating a Better Place	(750)
Ringfence Flexible Homelessness Support Grant	(194)
Ringfence Homeless Reduction Grant	(164)
Flexible use of Capital Receipts 2020/21	3,750
<b>Total Adjustments to the Base Budget</b>	<b>2,605</b>
<b>Revised Base Position</b>	<b>236,738</b>
<b>Additional Expenditure Pressures for 2021/22 and future years</b>	
<b>Expenditure Pressures</b>	
Unachieved budget reductions	2,089
Educational Services	421
Early Payment Scheme	120
Loss of Treasury Management Income	6,850
Covid Legacy - Income reductions / cost pressures	3,000
Covid Legacy - Home to School Transport	741
Covid Legacy - Other	3,996
Investment Fund	2,250
Pay Inflation	833
Contractual and Service Inflation	1,700
Childrens Social Care Growth	1,500
Adult Social Care Pressures demographics	1,500
Development Fund	0
Domestic Abuse Safe Accommodation	578
Housing Benefit Administration	40
Support for Third Party Provider	1,000
Inherent Liabilities	265
Software Licenses	125
Coroners Service	0
Passporting of Adult Social Care Precept (ASCP)	1,844
Revised Parish Precept	9
<b>Total Expenditure Pressures</b>	<b>28,861</b>
<b>Impact of Levies</b>	
GMCA - Waste Disposal Levy	(556)
GMCA - Transport Levy	(17)
GMCA - Transport Statutory Charge	(13)
Contributions to GM-Wide Activities	(44)
Environment Agency Levy	3
<b>Total Impact of Levies</b>	<b>(627)</b>
<b>Total Expenditure</b>	<b>264,972</b>

Estimated revenue position 2021/22	2021/22 £000
<b>Funded By:</b>	
<b>Government Grant</b>	
Business Rates Top Up	41,748
Grants in Lieu of Business Rates	10,843
Improved Better Care Fund Grant	10,859
2021/22 Social Care Support Grant	8,947
Lower Tier Services Support Grant	407
Flexible Homelessness Support Grant	0
Homeless Reduction Grant	0
New Homes Bonus Grant	171
Lead Local Flood Authority Grant	0
Local Council Tax Support Grant	3,183
Covid Grant	7,737
Independent Living Fund (ILF) Grant	2,580
Domestic Abuse Safe Accommodation Funding	578
Housing Benefit Administration Grant	818
Council Tax Administration Grant	360
<b>Total Government Grant Funding</b>	<b>88,231</b>
<b>Locally Generated Income</b>	
Retained Business Rates	50,619
Council Tax Income	88,029
Adult Social Care Precept 2016/17	1,593
Adult Social Care Precept 2017/18	1,653
Adult Social Care Precept 2018/19	1,718
Adult Social Care Precept 2019/20	1,787
Adult Social Care Precept 2020/21	1,858
Adult Social Care Precept 2021/22	1,914
Parish Precepts	300
Collection Fund Defecit (20/21)	<span style="color: red;">(353)</span>
<b>Total Locally Generated Income</b>	<b>149,118</b>
<b>Total Funding</b>	<b>237,349</b>
<b>Budget Reduction Requirement</b>	<b>27,623</b>
Collection Fund Deficit – impact of Business Rates Reliefs	25,456
<b>Adjusted Budget Reduction Requirement</b>	<b>53,079</b>

Summary of 2021/22 Budget Reduction Proposals

Appendix 5

Reference	Proposal Name	Responsible Officer	Cabinet Member	2021/22		2022/23	2023/24	Total	EIA Required?	Appendix 6 Page Number
				Proposed Budget Reduction £000	Proposed FTE Reduction	Proposed Budget Reduction £000	Proposed Budget Reduction £000	Proposed Budget Reduction £000		
<b>Directorate : Community Health &amp; Adult Social Care</b>										
CSA-BR1-423	Maximising independence through alternative models of care	Mark Warren	Cllr Z Chauhan	(1,500)	0.00	(1,000)	0	(2,500)	Yes	1
CSA-BR1-424	CHASC Workforce Reduction	Mark Warren	Cllr Z Chauhan	(100)	3.00	(50)	0	(150)		16
CSA-BR1-425	Out of Hours Call Centre Support for Community Health Services	Mark Warren	Cllr Z Chauhan	(20)	0.00	0	0	(20)		21
CSA-BR1-426	Carers Personal Budgets	Mark Warren	Cllr Z Chauhan	(100)	0.00	0	0	(100)	Yes	26
CSA-BR1-427	Brokerage	Mark Warren	Cllr Z Chauhan	(250)	0.00	0	0	(250)	Yes	43
CSA-BR1-429	KeyRing	Mark Warren	Cllr Z Chauhan	(50)	0.00	(20)	0	(70)	Yes	60
CSA-BR1-430	Achieving Better Outcomes: Supported Living & Learning Disabilities	Mark Warren	Cllr Z Chauhan	(288)	0.00	(500)	0	(788)	Yes	74
CSA-BR1-431	Wellbeing Service	Mark Warren	Cllr Z Chauhan	(70)	3.00	0	0	(70)	Yes	87
CSA-BR1-433	Adult Social Care Sheltered Housing	Mark Warren	Cllr Z Chauhan	(100)	0.00	0	0	(100)	Yes	97
CSA-BR1-434	Adult Social Care Prevention and Early Intervention Service	Mark Warren	Cllr Z Chauhan	(200)	0.00	0	0	(200)	Yes	111
CSA-BR1-435	Residential Enablement Redesign (Medlock Court)	Mark Warren	Cllr Z Chauhan	0	0.00	0	(400)	(400)		122
CSA-BR1-436	To cease the funding of the Men in Sheds service	Mark Warren	Cllr Z Chauhan	(51)	0.00	0	0	(51)	Yes	127
<b>Directorate : Communities and Reform</b>										
REF-BR1-422	Sport Development	Katrina Stephens	Cllr Z Chauhan	(13)	19.68	0	0	(13)		142
REF-BR1-428	School Swimming	Katrina Stephens	Cllr Z Chauhan	(11)	4.90	0	0	(11)		147
REF-BR1-416	Districts Realignment	Rebekah Sutcliffe	Cllr A Chadderton	(136)	3.00	0	0	(136)		151
REF-BR1-418	Reduction in Members Ward Budgets	Rebekah Sutcliffe	Cllr A Chadderton	(60)	0.00	0	0	(60)		156
REF-BR1-432	Review of Elected Member Reserves	Rebekah Sutcliffe	Cllr A Chadderton	(127)	0.00	0	0	(127)		160
REF-BR1-438	HR Staffing Review	Julia Veall	Cllr A Chadderton	(120)	3.83	0	0	(120)		165
REF-BR1-413	Gallery Oldham	Katrina Stephens	Cllr B Brownridge	(22)	0.94	0	0	(22)	Yes	170
REF-BR1-415	Mahdlo Funding Reduction	Katrina Stephens	Cllr E Moores	(100)	0.00	(100)	0	(200)	Yes	177
REF-BR1-417	Youth Service Kerching	Katrina Stephens	Cllr E Moores	(37)	0.00	0	0	(37)	Yes	193
<b>Directorate : Childrens Services</b>										
CHS-BR1-442	Early Help Staffing Efficiencies	Gerard Jones	Cllr A Chadderton	(40)	1.50	0	0	(40)		202
CHS-BR1-443	External Placements Cost Avoidance	Gerard Jones	Cllr E Moores	(500)	0.00	(500)	0	(1,000)	Yes	207
CHS-BR1-445	Early Help Remodelling	Gerard Jones	Cllr A Chadderton	0	0.00	(200)	(300)	(500)		217
CHS-BR1-440	Quality and Effectiveness Support Team - Service Efficiency / Review	Gerard Jones	Cllr S Mushtaq	(192)	3.38	0	0	(192)	Yes	222
CHS-BR1-441	Special Educational Needs & Disability (SEND) Education Provision	Gerard Jones	Cllr S Mushtaq	(114)	0.00	(114)	(372)	(600)	Yes	232
CHS-BR1-437	Reduction in Traineeship Programme	Gerard Jones	Cllr S Fielding	(65)	0.00	0	0	(65)	Yes	244

Reference	Proposal Name	Responsible Officer	Cabinet Member	2021/22		2022/23	2023/24	Total	EIA Required?	Appendix 6 Page Number
				Proposed Budget Reduction £000	Proposed FTE Reduction	Proposed Budget Reduction £000	Proposed Budget Reduction £000	Proposed Budget Reduction £000		
<b>Directorate : Chief Executive</b>										
CEX-BR1-410	Corporate Priorities - CEX	Carolyn Wilkins	Cllr S Fielding	(27)	0.00	0	0	(27)		252
CEX-BR1-420	Legal Staff Reductions & Reduction of post in Democratic Services	Paul Entwistle	Cllr S Fielding	(90)	2.30	0	0	(90)		256
CEX-BR1-447	Registrars Service Restructure	Paul Entwistle	Cllr S Fielding	(17)	1.42	0	0	(17)		260
<b>Directorate : People and Place</b>										
PPL-BR1-403	Digital Mail	Emma Barton	Cllr S Fielding	(24)	1.00	(100)	0	(124)		264
PPL-BR1-401	Creating a Better Place - Projects & Assets	Emma Barton	Cllr S Fielding	(1,541)	0.00	(2,991)	(3,684)	(8,216)		268
PPL-BR1-402	Creating a Better Place - Service Review	Emma Barton	Cllr S Fielding	(300)	5.00	0	0	(300)		272
PPL-BR1-404	Printing Reduction - Digital Platform Roll Out	Emma Barton	Cllr H Roberts	(20)	0.00	0	0	(20)		276
PPL-BR1-408	To re-align grounds maintenance to support core service functions and reduce the traded offer	Carol Brown	Cllr B Brownridge	(150)	6.00	0	0	(150)		280
PPL-BR1-407	Transfer of client officer to Unity	Carol Brown	Cllr B Brownridge	(40)	1.00	0	0	(40)		284
PPL-BR1-406	Review of Street Lighting Contract	Carol Brown	Cllr B Brownridge	(150)	0.00	0	0	(150)		288
PPL-BR1-409	Restructure of Neighbourhood Enforcement Team	Carol Brown	Cllr B Brownridge	(100)	3.00	0	0	(100)		292
PPL-BR1-439	Internal Efficiency Initiatives (Unity Partnership)	Helen Lockwood	Cllr A Jabbar	(780)	0.00	(430)	0	(1,210)		296
PPL-BR1-421	Transformation of the Contact Centre	Dominic Whelan	Cllr A Jabbar	(120)	5.00	(45)	0	(165)	Yes	300
<b>Directorate : Commissioning</b>										
COM-BR1-411	Procurement Staffing Reduction	Mike Barker	Cllr A Jabbar	(101)	1.00	0	0	(101)		310
COM-BR1-412	Financial Services Redesign	Anne Ryans	Cllr A Jabbar	(389)	9.40	0	0	(389)		314
<b>Directorate : Cross Cutting</b>										
CRC-BR1-448	Voluntary Redundancies	Julia Veall	Cllr A Chadderton	(805)	18.93	0	0	(805)		319
<b>Grand Total</b>				<b>(8,920)</b>	<b>97.28</b>	<b>(6,050)</b>	<b>(4,756)</b>	<b>(19,726)</b>		

# **Appendix 6**

## **BR1 proposals and EIAs**

# **Budget reductions**

<b>Reference :</b>	<b>CSA-BR1-423</b>
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<b>Responsible Officer :</b>	<b>Mark Warren</b>
<b>Cabinet Member :</b>	<b>Cllr Z Chauhan</b>
<b>Support Officer :</b>	<b>Karen Maders</b>

## BR1 - Section A

<b>Service Area :</b>	<b>Adult Social Care Support</b>
<b>Budget Reduction Title :</b>	<b>Maximising independence through alternative models of care</b>

<b>Budget Reduction Proposal - Detail and Objectives :</b>
<p>The Community Health and Social Care Service are proposing to further the development and implementation of person-centred care and strength-based trajectories to ensure that people are supported in the most appropriate and effective way, with a view to reducing demand, helping people to stay at home for as long as possible and utilising alternative avenues of support. These approaches will seek to maximise a person's independence through the provision of alternative models of care.</p> <p>The proposal includes a number of elements including the adoption of a strength-based approach, a review of our use of assistive technology, utilisation of community-based support and social prescribing and a review of our Direct Payment (DP) offer.</p> <p>Strength based approach</p> <p>In order to qualify for adult social care services a needs assessment is completed to establish if a person has eligible needs, if eligibility is confirmed a care and support plan is completed to detail the needs and how these are to be met. Oldham currently has over 3,700 users of adult social care services, 791 of these are supported in residential and nursing care placements with the remainder being supported to live within the community through the provision of a range of services including supported living, extra care housing and direct payments.</p> <p>(Continued in additional information)</p>

<b>2020/21 Service Budget and Establishment</b>	<b>£000</b>
Employees	0
Other Operational Expenses	64,422
Income	(14,071)
<b>Total</b>	<b>50,351</b>

<b>Current Forecast (under) / overspend</b>	<b>2,438</b>
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<b>Number of posts (Full time equivalent)</b>	<b>0.00</b>
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	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>Proposed Budget Reduction (£000)</b>	<b>(1,500)</b>	<b>(1,000)</b>	<b>0</b>
<b>Proposed Staffing Reductions (FTE)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	<b>Ongoing</b>
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
None.
<b>Service Delivery</b>
A change to the delivery of services with a focus on developing links with the thriving communities agenda and more innovative methods of support and models of care ensuring people are supported in the most appropriate way with a focus on improving an individual's long term outcomes & independence.
<b>Future expected outcomes</b>
A wider, more flexible approach to meeting eligible needs providing greater choice and promoting independence and resilience.
<b>Organisation</b>
None.
<b>Workforce</b>
There will be a significant impact on the workforce through the adoption of a strength-based model. Training and guidance will need to be provided to support the adoption and roll out of this along with building knowledge of and relationships with, services available within local communities.
<b>Communities and Service Users</b>
Service users and communities will be impacted by the proposed changes and a full EIA will be completed to fully understand the potential impact and any mitigating actions required.
<b>Oldham Cares</b>
Assistive Technology is a managed service within MioCare and as such expansion of our use of AT would have an impact on MioCare. Liaison is ongoing with MioCare to explore this further.
<b>Other Partner Organisations</b>
The proposals will impact the utilisation of adult social care services provided by commissioned providers and the voluntary sector.

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	Yes
<b>Residents</b>	Yes
<b>Local business community</b>	Yes
<b>Schools</b>	No
<b>Trade Unions</b>	No
<b>External Partners (if yes please specify below)</b>	Yes
Voluntary sector (Action Together)	
<b>Other Council Departments (if yes please specify below)</b>	Yes
Communities and Reform.	
<b>Other (if yes please specify below)</b>	Yes
Miocare	

## Benefits to the organisation/staff/customers including performance improvements

- Resources will be maximised through alternative models of care
- A consistent, aligned approach to service provision and delivery
- Long-term outcomes and wellbeing of adults with care and support needs will be maximised
- Alternative models of care will be adopted, commissioned and developed which improve and achieve better outcomes for people with care and support needs

## Section C

### Key Risks and Mitigations:

Risk	Mitigation
The ability to release staff to undertake training to support the roll out of a strength-based approach due to current capacity and demand pressures within the service (linked to the current pandemic).	Recruitment under way to support the management and review of Covid funded packages of care.
Availability of services within communities to support strength-based approaches due to the restrictions currently in place as a result of the pandemic.	Close working with colleagues within commissioning, thriving communities and the voluntary sector to understand the availability of services.
Availability of specialist services to support increased demand as a result of the current pandemic.	Demand will be monitored through respective management structure and mitigating actions identified.

### Key Development and Delivery Milestones:

Milestone	Timeline
Development of programme, aligned with the MTFS process and delivery of savings (detailed plan to be developed)	April 2021 – March 2023.
N/a	N/a
N/a	N/a
N/a	N/a

## Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	09-Nov-2020	01-Feb-2021
Service User	23-Nov-2020	01-Feb-2021
Other	not applicable	not applicable

### Equality Impact Screening

Is there the potential for the proposed budget reduction to have a disproportionate adverse impact on any of the following?

Disabled people	Yes
Particular Ethnic Groups	No
Men or women (including impacts due to pregnancy/maternity)	No
People who are married or in a civil partnership	No
People of particular sexual orientation	No
People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	No
People on low incomes	No
People in particular age groups	Yes
Groups with particular faiths and beliefs	No

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	Yes
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## Section E

Finance Comments
This proposal will achieve a saving of £2.5m, £1.5m in 21/22 and £1m in 22/23. This saving will be achieved through a culture change in how residents are supported to meet their needs and so reducing the value of care packages. This approach has been successful in other localities.

Signed RO	11-Dec-2020
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Signed Finance	07-Jan-2021
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Cabinet Member Signature		
Name and Date	Cllr Z Chauhan	18-Jan-2021

## Additional Information (if required)

The introduction of the Care Act and further developments both nationally and locally have seen a transition to integrated, joined up approaches to the provision of care and support with a focus on the holistic needs of a person helping them to maintain their independence and continue to live within the community for as long as possible.

Nationally, regionally and locally there has been a move towards strength based models of assessment utilising a collaborative process which enables a person to be fully involved in the planning of their care and support; drawing on their strengths and assets along with those of their wider support network to promote independence.

Employing a strengths-based approach will enable a more creative approach to be taken to meeting a person's needs helping to reduce dependence on traditionally commissioned support and encouraging community participation through the access of support available within the local community, through social prescribing linking with voluntary sector providers and the thriving communities agenda. There will be a focus on providing support in the least restrictive way whilst improving the long-term outcomes, independence and wellness of individuals.

The adoption of strength-based assessment approaches will require a significant shift in culture across the workforce and users of adult social care; as such the savings for the service from this will be delivered over 2 years through a structured programme of review. Training will be provided to staff to support the move to a strength-based approach and to understand and build connections with the community support available. It is estimated that over the 2-year period savings of £1.5m can be realised.

### Assistive Technology

Not unique to Oldham or the Greater Manchester Region, nationally the social care system is under unsustainable pressure, facing considerable savings. Whilst there will always be a need for more intensive care packages and care models, we need to explore new methods of care delivery closer to home to ensure people receive the support they need and prevent them for potential dependency. This coupled with the majority of people would rather continue to live independently in their home, if given the right support to do so.

By expanding the current assistive technology offer in Oldham this will support benefits being realised such as: maximising resources, driving up the quality of care, a greater emphasis on prevention and early intervention, improved outcomes for individuals, tailoring services to specific needs, promoting social inclusion and supporting carers and independence.

Closely linked to the strengths-based approach, increasing Oldham's offer of assistive technology will further enable practitioners to consider elements of the current package and examine whether these can be delivered through alternative approaches. For example, whether changes to accommodation and support could help to maximise resources whilst achieving better outcomes for the individual. Assistive technology can help to enable effective community-based support which manages risk, provides person-centred care and promotes independence.

From managing risk such as fires or falling, to aiding communication and helping to deliver greater privacy or dignity. Technology can enable people to have more control over the way they live their lives. As well as enhancing more traditional care solutions by managing risk in the home environment. Technology can also enable someone to be 'connected' with their wider community, friends and family and enjoy wellbeing derived from activities such as going to the shops, to social events and meeting friends and family.

Expansion of the assistive technology offer in Oldham will require a change to the infrastructure of the current team that is within a managed service of MioCare's reablement division. Once reconfigured, the team will need to develop a plan for training that is connected to the strengths-based approach, ensuring health and social care practitioners are familiar with what assistive technology is available to them which will include compulsory training and streamlining processes.

## Additional Information (if required)

Examples of the potential for expanding Oldham's AT offer to maximise resources and achieve better outcomes:

- Review of waking nights, with risk assessments to determine whether the risk can be covered through telecare
- Review of the effectiveness of our existing and potential expansion of Just Checking service
- Review of two carer packages of care

### Direct Payment Offer

Direct payments (DP) are one of three statutory mechanisms which local authorities have to offer as a way for people to meet their eligible social care needs. A direct payment is an amount of money paid to the individual so that they can purchase their care and support services directly, without the need for the Council to manage the contractual arrangements.

At the present time, there are 1,040 clients who receive a DP to meet their eligible social care needs with a net cost to the service of £13m and there has been a year on year increase in the number of people in receipt of a DP.

Annual audits are completed to ensure that funds are being used appropriately to meet a person's eligible needs and to ensure that any overpayment, non-payment of client contributions or misuse of funds are identified and reclaimed. The amount of monies reclaimed on an annual basis has increased year on year.

In order to support the transition to a strength-based approach it is proposed to undertake a holistic review of our DP offer and we are currently considering the policy approach and guidance documentation, collection of client contributions and service inclusion to align with changes in organisational culture.

#### •Policy and guidance documentation

Revision of current policy approach considering the management of contingency arrangements and the payment of funds at the commencement of a DP. Guidance documentation will be reviewed to ensure that staff and users are fully supported to understand our DP offer and the expectations on them around the use and management of a DP.

#### •Collection of client contributions

A financial assessment is completed to calculate how much a person can contribute towards the cost of their care services. For the majority of DP recipients their contribution is deducted from their DP before payment is made however, we currently have 79 DP cases where the full amount of the DP is paid, and an invoice is raised for the contribution. Moving all DP's to net payments will ensure consistency and will reduce the amount paid each week by £5,600.

#### •Service Inclusion

A review of the support currently being funded via DP's will be undertaken to ensure that this is appropriate, supports the transition to a strength-based approach and utilisation of a wider service offer.

It is estimated that over the 2 years savings of £1m can be realised from the review of our DP offer.

**Additional Information (if required)**

**Risk 4:**

Structure of the workforce to support expansion of assistive technology offer.

**Mitigation:**

Reconfiguration of current team in collaboration with MioCare.

**Risk 5:**

Users of adult social care services are reluctant to accept assistive technology as an alternative way of meeting their needs.

**Mitigation:**

Training and support provided to staff to support discussion on the benefits of assistive technology.



	<b>Reference:</b>	<b>CSA-BR1-423</b>
<b>Responsible Officer</b>	<b>Mark Warren</b>	
<b>Cabinet Member:</b>	<b>Councillor Zahid Chauhan</b>	
<b>Support Officer</b>	<b>Jayne Ratcliffe/Kirsty Littlewood</b>	

## Equality Impact Assessment Tool

<b>Service Area:</b>	<b>Health and Wellbeing</b>
<b>Budget Reduction Title:</b>	<b>Maximising independence through alternative models of care</b>

### Stage 1: Initial Assessment

<b>1a</b>	<b>Which service does this project, policy or proposal relate to?</b>
	<p>Adult Social Care-Maximising independence through alternative models of care.</p> <p>The Care Act 2014 Section 9 sets out the duty for Local Authorities to assess a person's needs and provide care and support services to meet eligible needs.</p> <p>This proposal relates to a budget saving proposal to implement alternative models of care focussing on a person centred, strength-based approach to adult social care to promote independence, resilience and community involvement helping people to remain living within their own homes for as long as possible.</p> <p>Employing a strength-based approach allows for a collaborative process to care and support planning ensuring that the person and those supporting them are involved in the planning process. This helps ensure that a person's strengths and assets along with the support and opportunities available within their local community are fully considered to be provide support in the least restrictive way whilst maintaining focus on wellness and long-term outcomes. Through the role out of a structured programme of training for staff and case reviews all adult social care users will have an assessment completed utilising a strength-based approach.</p>
<b>1b</b>	<b>What is the project, policy or proposal?</b>
	<p><b>What are eligible needs?</b></p> <p>When a person contacts adult social care a needs assessment is completed to ascertain if they meet the national eligibility criteria and are determined to have eligible needs. The needs assessment focuses on the following 3 key areas</p> <ul style="list-style-type: none"> <li>• Does a person have care and support needs as a result of a physical or mental condition?</li> <li>• Due to care and support needs is a person unable to achieve or meet 2 or more desired outcomes?</li> <li>• Is there, or is there likely to be a significant impact on a person's wellbeing?</li> </ul> <p>If following the completion of a needs assessment it is determined that a person has eligible needs a care and support plan is completed which sets out how these needs are to be met and the care and support that is to be out in place.</p>

## **Strength-based approach**

In addition to setting out the national eligibility criteria for adult social care, The Care Act 2014 requires a person's own strengths and capabilities along with their wider support network to be considered in order to decide the best way to meet their needs.

As such, nationally, regionally and locally there has been a move towards strength-based models of assessment utilising a collaborative process and allowing a person to be fully involved in the planning of their care and support; allowing them to have more control over the support that they receive and helping them to retain as much independence as possible for as long as possible.

Employing a strengths-based approach allows a more creative approach to be taken to meeting a person's needs helping to reduce dependence on traditionally commissioned services and encouraging community participation through the access of support available within the local area and through social prescribing, thus linking with voluntary sector providers and the thriving communities agenda. There is a focus on providing support in the least restrictive way whilst improving the long-term outcomes and wellness of individuals.

To facilitate the move to a strength-based approach a structured programme of training and case reviews will be completed to ensure that all adult social care users have an assessment of their needs completed utilising a strength-based approach. This will ensure that their long-term outcomes and wellness are fully considered and that they are given the opportunity to contribute to the planning of their care and support.

In order to support the adoption of a strength-based approach consideration will also need to be given to our use of assistive technology and Direct Payment offer.

## **Assistive Technology**

Closely linked to the strength-based work referred to above, increasing Oldham's offer of assistive technology will further enable practitioners to consider elements of the current care and support packages in place and examine whether these can be delivered in different ways. Assistive technology can help to enable effective community-based support which manages risk, provides person-centred care and promotes independence therefore aligning with a strength-based approach.

Examples of the areas currently being considered for the expansion of the use of assistive technology include waking nights, utilisation of the Just Checking service and AT as an alternative to a second carer in some two carer packages where this is felt to be appropriate.

## **Direct Payment Offer**

Direct payments are one of three statutory mechanisms which local authorities have to offer as a way for people to meet their eligible social care needs. A direct payment is an amount of money paid to the individual so that they can purchase their care and support services directly, without the need for the Council to manage the contractual arrangements.

To support the adoption of a strength-based approach and to ensure service alignment it is proposed to undertake a holistic review of our Direct Payment offer. Undertaking the review will guarantee consistency and equity across service provision and will make sure

	<p>that our offer meets statutory requirements and responds to service intelligence whilst being fully reflective and inclusive of wider changes being made.</p> <p>A review of current processes and analysis of service data has identified options for consideration including updating our policy approach with a focus on arrangements in place for payment at the commencement of a placement, contingency arrangements and the collection of client contributions towards the cost of services. Alongside this, regard will be given to the supporting documentation and guidance available to confirm that this provides staff and DP recipients with the information and support they require to fully understand our DP offer and their responsibilities.</p>				
<b>1c</b>	<b>What are the main aims of the project, policy or proposal?</b>				
	<p>The main aims of the project are the</p> <ul style="list-style-type: none"> <li>• Adoption of a strength-based approach</li> <li>• Exploration of the utilisation of assistive technology whilst considering the impact of having to purchase and maintain equipment for low income service users along with the support required to enable confident use.</li> <li>• Alignment of DP offer with strength-based approach</li> <li>• Revised DP policy and supporting documentation</li> </ul>				
<b>1d</b>	<b>Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how?</b>				
	<p>This proposal could have a detrimental effect on those people who are in receipt of adult social care services. The changes proposed may</p> <ul style="list-style-type: none"> <li>• Change the way in which eligible needs are met</li> <li>• Utilise assistive technology as an alternative to current provision</li> <li>• Change the contingency arrangements for DP recipients</li> </ul> <p>However, it is expected that the overall outcome of the programme will be positive though the maximisation of independence and focus on long-term outcomes and wellness of individuals.</p>				
<b>1e</b>	<b>Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	Disabled people	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (includes impacts due to pregnancy / maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People of particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in a Marriage or Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths or beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>				

		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>1f</b>	<b>What do you think the overall NEGATIVE impact on groups and communities will be?</b>	<b>None / Minimal</b>	<b>Significant</b>
		<input type="checkbox"/>	<input checked="" type="checkbox"/>

<b>1g</b>	<b>Using the screening and information in questions 1e and 1f, should a full assessment be carried out on the project, policy or proposal?</b>	<b>Yes</b> <input checked="" type="checkbox"/>
		<b>No</b> <input type="checkbox"/>

<b>1h</b>	<b>How have you come to this decision?</b>
	The potential impact on the users of adult social care services and the way in which their eligible needs are met requires a full EIA to be completed.

## Stage 2: What do you know?

<b>What do you know already?</b>
<p>There are currently over 3,700 people in Oldham in receipt of adult social care services with approximately 790 of these receiving support in a residential or nursing care setting. The remainder are supported in the community through the provision of a range of services including homecare, direct payments, extra care housing and shared lives.</p> <p>We know that there are 1,040 people receiving a direct payment to meet their eligible adult social care needs with a net annual cost to the authority of over £13m. We know that the number of DP's in payment has increased year on year and that over recent years over £1m has been reclaimed annually as a result of DP audits completed.</p> <p>We understand that nationally and regionally there is a move to adopting strength-based approaches as it promotes independence, resilience and community inclusion. Linked to this, local authorities across GM and nationally are exploring how assistive technology can be utilised to ensure people receive the support that they need in the most appropriate least restrictive way.</p>
<b>What don't you know?</b>
<p>We currently don't know the impact on individuals of adopting a strength-based approach and whether this will change the way in which their eligible needs are met.</p> <p>We don't know the number of cases in which assistive technology could be considered as an alternative method of providing support and what the financial impact of this would be.</p> <p>We don't know what the effect of the current pandemic situation will be on the long-term availability and capacity of services within the community and how this will impact the implementation of a strength-based approach.</p>
<b>Further Data Collection</b>
Further analysis will be undertaken to understand the type of care and support in place on a case by case basis to support the planning and implementation of a structured programme of review.

## Summary (to be completed following analysis of the evidence above)

1e	<b>Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	Disabled people	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (includes impacts due to pregnancy / maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People of particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in a Marriage or Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths or beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>				
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Stage 3: What do we think the potential impact might be?

3a	<b>Who have you consulted with?</b>	
	Public consultation was held between 9 November 2020 and 1 February 2021'	
3b	<b>How did you consult? (include meeting dates, activity undertaken &amp; groups consulted)</b>	
	Consultation was open online to the general public and an engagement event was held on 28 January with GMDPP. Responses to the proposals were also provided by Age UK and Oldham's Carer's Partnership board.	
3c	<b>What do you know?</b>	
	We know that from the responses received to the consultation that the proposal to maximise independence through the utilisation of alternative models of care has been positively received with the breakdown of responses as follows.	
	Response	Percentage
	Strongly Agree	14%
	Agree	25%
	Neither agree not disagree	25%
	Disagree	16%
	Strongly disagree	21%
	We know the number of individuals currently in receipt of care and support and the number who currently receive a Direct Payment who will need to be reviewed as part of this programme of work and who therefore may be impacted by the proposed changes.	

	<p>We expect the overall impact of the programme to be positive as it allows for collaboration in the planning of care and support which will help ensure that an person's strengths and assets along with the support and opportunities available within their local community are fully considered allowing support to be provided in the least restrictive way.</p>	
<b>3d</b>	<b>What don't you know?</b>	
	<p>We do not know how many of the people who responded to the consultation will be affected by the proposed changes. The reasons why the people who disagreed with proposals did so is also unknown.</p> <p>We do not know what the impact on individuals will be and how many people maybe able to utilise assistive technology as an alternative solution to meeting needs. At present it is unknown whether the current pandemic situation will impact the services available to support the transition to a strength-based approach.</p>	
<b>3e</b>	<b>What might the potential impact on individuals or groups be?</b>	
	Generic (impact across all groups)	
	Disabled people	Those with eligible needs will be impacted by this proposal and as such there will be a direct impact on this group as they will be assessed utilising a strength-based approach meaning the way in which their eligible needs are met may change.
	Particular ethnic groups	
	Men or women ( <i>include impacts due to pregnancy / maternity</i> )	Whilst our approach does not positively or negatively impact either of these groups disproportionately it should be noted that in general, across health and social care, there are significantly higher levels of women receiving care and support than men. This is linked to demographics reflecting that generally women live longer than men and in turn need a high level of social care support. In turn this may mean that a greater number of women are affected.
	People of particular sexual orientation/s	No Impact
	People in a Marriage or Civic Partnership	No Impact
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	No impact
	People on low incomes	Those with a low income may be impacted by the proposed changes to assistive technology if costs are incurred.
	People in particular age groups	As this will impact those with eligible needs it is likely to impact those in some age groups more than others though further analysis is required to fully understand the impact.

	Groups with particular faiths and beliefs	No impact
	Other excluded individuals (e.g. <i>vulnerable residents, individuals at risk of loneliness, carers or service and ex-serving members of the armed forces</i> )	

## Stage 4: Reducing / Mitigating the Impact

4a	<b>What can be done to reduce or mitigate the impact of the areas you have identified?</b>	
	<b>Impact 1</b>	<b>Proposal</b>
	The way in which a person's eligible needs are met may change as a result of the move to a strength-based approach	A fully structured programme of training and case reviews will be implemented to support the move to a strengths-based approach ensuring that individual circumstances are fully considered.
	<b>Impact 2</b>	<b>Proposal</b>
	Costs might be incurred in relation to the purchase and maintenance of assistive technology	Full consideration of potential financial implications will be taken into account when considering the use of assistive technology.
	<b>Impact 3</b>	<b>Proposal</b>

4b	<b>Have you done, or will you do anything differently, as a result of the EIA?</b>	
	The completion of the EIA has helped to focus attention on the potential impacts of the proposals and these will be fully considered when planning the training and programme of review.	
4c	<b>How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?</b>	
	Monitoring arrangements will be put in place as part of the structured programme of review. Any changes in the way an individual's needs are to be met will be planned with their involvement and decisions will be made on a case by case basis ensuring that eligible needs continue to be met.	

**Conclusion**

*This section should record the overall impact, who will be impacted upon, and the steps being taken to reduce / mitigate the impact*

The overall impact of this programme is expected to be positive as the implementation of a strength-based approach will help to maximise independence whilst supporting long term outcomes of wellness for individuals.

The groups most likely to be impacted are those with a disability and those on a low income as the way in which their needs are met may change. The implementation of a structured programme of review will mitigate the risks and ensure that individuals are included in decisions about how their care and support needs are to be met. Individual case reviews will be undertaken as part of the move to a strength-based approach ensuring that individual circumstances are fully considered.

The overall outcome of the consultation on this area was positive and supportive of maximising independence through utilising alternative models of care.

## Stage 5: Signature

Role	Name	Date
Lead Officer	Karen Maders	12/02/2021
Approver Signatures	Kirsty Littlewood	15/02/2021
	Jonathan Downs	15/02/2021

EIA Review Date:	TBC
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Reference :	CSA-BR1-424
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Responsible Officer :	Mark Warren
Cabinet Member :	Cllr Z Chauhan
Support Officer :	Karen Maders

## BR1 - Section A

Service Area :	Adult Social Care Support
Budget Reduction Title :	CHASC Workforce Reduction

<b>Budget Reduction Proposal - Detail and Objectives :</b>
<p>This budget proposal links to workforce reductions in the Community Health and Adult Social Care Service achieved through the Council's voluntary redundancy (VR) programme.</p> <p>It is anticipated that the service will identify up to 3 FTE posts which can be released through the scheme and attributed to overall savings achieved by CHASC. It is envisaged that the service will realise a saving of £150,000, broken down as:</p> <ul style="list-style-type: none"> <li>• 2021/2022 - £100k</li> <li>• 2022/2023 - £50k</li> </ul>

<b>2020/21 Service Budget and Establishment</b>	<b>£000</b>
Employees	10,575
Other Operational Expenses	0
Income	(0)
<b>Total</b>	<b>10,575</b>

<b>Current Forecast (under) / overspend</b>	<b>(582)</b>
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<b>Number of posts (Full time equivalent)</b>	<b>254.00</b>
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	2021/22	2022/23	2023/24
<b>Proposed Budget Reduction (£000)</b>	<b>(100)</b>	<b>(50)</b>	<b>0</b>
<b>Proposed Staffing Reductions (FTE)</b>	<b>3.00</b>	<b>0.00</b>	<b>0.00</b>

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	<b>Ongoing</b>
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
Not Applicable.
<b>Service Delivery</b>
See additional information.
<b>Future expected outcomes</b>
Potential impact on performance through workforce reductions; impact to be considered by Adults Social Care Senior Leadership Team.
<b>Organisation</b>
Potential impact on organisational form within CHASC – requests for VR have been considered within the context of service provision and model of delivery.
<b>Workforce</b>
See additional information.
<b>Communities and Service Users</b>
Critical service roles which are front facing may impact on the experience of service users and the wider community.
<b>Oldham Cares</b>
Not Applicable.
<b>Other Partner Organisations</b>
Not Applicable.

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	Yes
<b>Residents</b>	No
<b>Local business community</b>	No
<b>Schools</b>	No
<b>Trade Unions</b>	Yes
<b>External Partners (if yes please specify below)</b>	No
N/a	
<b>Other Council Departments (if yes please specify below)</b>	No
N/a	
<b>Other (if yes please specify below)</b>	No
N/a	

**Benefits to the organisation/staff/customers including performance improvements**

A contribution to the Council's budget reduction targets.

**Section C****Key Risks and Mitigations:**

Risk	Mitigation
Loss of key roles through voluntary redundancy impacts on service provision and performance.	Adult Social Care Senior leadership to consider which roles they can consider being released with limited impact on performance, service experience and delivery for each tranche of reductions.
Significant number of requests for VR which threaten the delivery of services.	Adult Social Care Senior leadership to consider which roles they can consider being released with limited impact on performance, service experience and delivery for each tranche of reductions.
Potential double counting of savings.	Savings proposal is clear that these relate to savings attributable to the service via the corporate workforce reduction programme.

**Key Development and Delivery Milestones:**

Milestone	Timeline
ASC Senior Leadership Team meeting to consider VR applications.	8 October 2020.
Directors narrative to be provided detailing which VR applications can/cannot be supported.  Workforce Panel to consider Directors submission.	21 October 2020.  29 and 30 October 2020.
Outcome of Workforce Panel to be communicated to Directors.  For applications that have been agreed exit dates to be communicated	2 November 2020  From 30 November 2020
Process and phase across subsequent financial years to be confirmed.	Mid 2021

## Section D

Consultation Required?	No
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

### Equality Impact Screening

Is there the potential for the proposed budget reduction to have a disproportionate adverse impact on any of the following?

Disabled people	No
Particular Ethnic Groups	No
Men or women (including impacts due to pregnancy/maternity)	No
People who are married or in a civil partnership	No
People of particular sexual orientation	No
People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	No
People on low incomes	No
People in particular age groups	No
Groups with particular faiths and beliefs	No

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	No
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## Section E

Finance Comments
This proposal will achieve savings of £150k over two years. The service will be able to achieve these savings by reducing the establishment by 3 by re-organising the workforce.

Signed RO	17-Dec-2020
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Signed Finance	07-Jan-2021
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Cabinet Member Signature		
Name and Date	Cllr Z Chauhan	18-Jan-2021

### Additional Information (if required)

#### Service Delivery impact:

The impact on service delivery will be a key consideration in whether applications can be supported or not. Any reduction in workforce will have an impact due to the current capacity issues, some less than others. The workforce as a whole will be looked at in this context i.e. deployment of resources in a different way in order to be able to continue to deliver services, whilst achieving the savings identified.

#### Workforce impact:

The reduction in workforce will be up to 3 FTE. Adults Social Care part of CHASC are supporting 2 applications, the saving of which amounts to £23,889.72. Although this will impact on the service due to current capacity issues, in terms of risk, this can be managed. If the 2 posts are agreed they will be deleted from the establishment.

To achieve the remaining element of the budget reduction, this may not necessarily be through workforce reduction directly. The service is holding vacancies where possible, where recruitment is crucial, this in the main has been done on a fixed term basis in order to allow time for significant service redesign to be undertaken.

<b>Responsible Officer :</b>	<b>Mark Warren</b>
<b>Cabinet Member :</b>	<b>Cllr Z Chauhan</b>
<b>Support Officer :</b>	<b>Angela Barnes</b>

## BR1 - Section A

<b>Service Area :</b>	<b>Adult Social Care Support</b>
<b>Budget Reduction Title :</b>	<b>Out of Hours Call Centre Support for Community Health Services</b>

<b>Budget Reduction Proposal - Detail and Objectives :</b>
<p>The Community Health and Adult Social Care Service (CHASC) Single Point of Access (SPoA) provides administrative support to the clinical triage of District Nursing (DNs) calls across the Oldham locality. The SPoA is operational between 8.00am – 6:00pm, 7-days per week and provides administration support for all community services referrals received via the SPoA, e.g. District Nursing, Nutrition and Dietetics, Podiatry and Tissue Viability and Lymphoedema. On average the SPoA receives 7,300 calls per month. All other community services currently manage their own calls, referrals and appointment booking.</p> <p>Whilst the SPoA only operates during core hours, an administrative support function is still required between 6:00pm and 8:00am; this is currently facilitated by Bardoc through a contracted arrangement. Out of hours (OOH) Bardoc responds to SPoA calls (through diverted telephones) and takes messages. These messages are then forwarded (usually via email) to the OOH DN's for triage. Bardoc take on average 200 calls per month; equivalent to 6 calls per evening. This service currently costs £40,000 per year and is funded through the Community Health Service (external cost centres to the council).</p> <p>It is proposed to re-align the OOH call centre contact requirements of Community Health Services with the Helpline function provided by MioCare services. This approach would reflect a natural alignment of realising further integrated arrangements across CHASC whilst also acknowledging that the OOH DN's are now co-located with MioCare services on the Southlink estate; providing a synergy of service delivery. This approach would realise savings for community health services, improve patient experience, integrate MioCare services with community health and further support integrated working for the locality. (Continued in additional information)</p>

<b>2020/21 Service Budget and Establishment</b>	<b>£000</b>
Employees	0
Other Operational Expenses	11,696
Income	(645)
<b>Total</b>	<b>11,051</b>

<b>Current Forecast (under) / overspend</b>	<b>79</b>
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<b>Number of posts (Full time equivalent)</b>	<b>0.00</b>
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	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>Proposed Budget Reduction (£000)</b>	<b>(20)</b>	<b>0</b>	<b>0</b>
<b>Proposed Staffing Reductions (FTE)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	<b>Ongoing</b>
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
Not Applicable.
<b>Service Delivery</b>
MioCare Helpline function would be extended to include responsibility for the out of hours District Nursing calls.
<b>Future expected outcomes</b>
Improved quality, performance and patient satisfaction through an integrated OOH contact provision co-located with the OOH District Nursing service.
<b>Organisation</b>
Not Applicable.
<b>Workforce</b>
Investment within council owned company workforce (via additional income generated).
<b>Communities and Service Users</b>
Patients experience a more enhanced and specialist offer of provision, delivered by MioCare as part of the integrated CHASC arrangements.
<b>Oldham Cares</b>
OOH call centre support delivered within locality, place-based, integrated provision further enhances the integration offer and delivers the priorities and ambitions for Oldham Cares.
<b>Other Partner Organisations</b>
Partners (NCA) realise value for money and an enhanced service offer through realigned OOH provision.

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	No
<b>Residents</b>	No
<b>Local business community</b>	No
<b>Schools</b>	No
<b>Trade Unions</b>	No
<b>External Partners (if yes please specify below)</b>	Yes
Northern Care Alliance / SRFT	
<b>Other Council Departments (if yes please specify below)</b>	No
N/a	
<b>Other (if yes please specify below)</b>	Yes
MioCare, Bardoc (current commissioned provider)	

## Benefits to the organisation/staff/customers including performance improvements

Improved quality, performance and patient satisfaction through an integrated OOH contact provision co-located with the OOH District Nursing service.

## Section C

### Key Risks and Mitigations:

Risk	Mitigation
Unable to decommission contract with Bardoc.	Proposals are being developed with commissioning colleagues to ensure contracts can be decommissioned. The proposal does not identify the current additional income level to minimise any risk to MioCare.
Proposal is not viable due to infrastructure / IT / technical requirements.	The proposal will be developed over the next quarter to ensure it is fully viable. At this time, there has not been a commitment to any additional income level against MioCare's budget whilst infrastructure / IT arrangements can be clarified.
Inability of MioCare to take on the proposal due to other factors i.e. resource, capacity, impact verses income level.	The proposal will be developed over the next quarter to ensure it is fully viable. At this time, there has not been a commitment to any additional income level to MioCare's budget to ensure this risk is effectively managed.

### Key Development and Delivery Milestones:

Milestone	Timeline
Explore and scope potential options for a model of OOH provision at a CHASC level.	January 2021.
Work up project scope including contractual implications (subject to budget proposal being approved).	April 2021.
Develop and implement new model of OOH provision.	April - September 2021
N/a	N/a

## Section D

Consultation Required?	No
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

### Equality Impact Screening

Is there the potential for the proposed budget reduction to have a disproportionate adverse impact on any of the following?

Disabled people	No
Particular Ethnic Groups	No
Men or women (including impacts due to pregnancy/maternity)	No
People who are married or in a civil partnership	No
People of particular sexual orientation	No
People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	No
People on low incomes	No
People in particular age groups	No
Groups with particular faiths and beliefs	No

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	No
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## Section E

Finance Comments
This proposal will achieve £20k of savings. The details are yet to be confirmed but it is anticipated that these will be achieved by charging a fee for providing the service.

Signed RO	17-Dec-2020
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Signed Finance	07-Jan-2021
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Cabinet Member Signature		
Name and Date	Cllr Z Chauhan	18-Jan-2021

## Additional Information (if required)

Detail and objectives (continued):

The proposals require further refinement; however, it is envisaged that the existing contract with Bardoc would be decommissioned and funding provided to MioCare to take the calls outside core hours. Staff would be trained on access to the health systems, inductions provided on the types and nature of calls received out of hours and support given for triaging of calls i.e. to OOH DN's, await daytime shift and other outcomes. The proposal would include the following functions:

- OOH call centre support provided by Helpline (calls would be re-directed by the SPoA at the end / start of each day)
- Helpline would receive patient calls and 'triage' to an appropriate outcome
- Helpline would be provided access to 'Paris' information system to see the District Nursing record (not currently available to Bardoc) enabling them to be able to respond to more patient queries without the need for DN oversight, where appropriate to do so i.e. query about the time of their next DN appointment (thereby enhancing service and patient outcomes)
- Helpline would escalate any urgent calls to DN's or triage to 111/999 as appropriate (and in line with core hours policies and procedures)
- Helpline would provide a monthly summary of call data to support monitoring OOH demand and peak periods

This approach would not realise a direct saving to the Council; however, a small increase in income would be generated for MioCare. The exact figure is yet to be quantified but it is anticipated that this figure would be realised in late 2021/2022.

<b>Reference :</b>	<b>CSA-BR1-426</b>
<b>Responsible Officer :</b>	<b>Mark Warren</b>
<b>Cabinet Member :</b>	<b>Cllr Z Chauhan</b>
<b>Support Officer :</b>	<b>Angela Barnes</b>

## BR1 - Section A

<b>Service Area :</b>	<b>Adult Social Care Support</b>
<b>Budget Reduction Title :</b>	<b>Carers Personal Budgets</b>

<b>Budget Reduction Proposal - Detail and Objectives :</b>
<p>A carer is anyone who provides unpaid care for a friend or family member who due to illness, disability, a mental health problem or an addiction, cannot cope without their support. According to the 2011 census, there are over 24,000 carers in Oldham. Carers are estimated to save the UK economy £132bn per year, in Oldham alone this equates to over £380m worth of support. This support is integral to developing a sustainable health &amp; social care economy where all participants are seen and valued as equal partners.</p> <p>Oldham Carers Service carry out nearly 2,000 carers assessments per year. Over 1,800 of these assessments result in the carer being awarded a Carers Personal budget to help them meet the needs identified in their assessment. The carers assessment is used to look at the caring role being carried out by the carer, what impact this has on their lives and to identify ways to help manage or reduce the impact. The assessment is carried out with the carer by a team of Carers Link Officers and the impact of caring on different areas of their lives is discussed. The impact is measured as having - no impact, low impact or high impact and a resource allocation system is used to calculate an indicative amount to be paid as a one off annual personal budget to help the carer meet their identified needs.</p> <p>The majority of carers use their carers budget as a contribution towards some form of break for themselves. Other uses include purchasing IT to enable isolated carers to stay in touch with family and friends, purchasing white goods to help with the caring role, e.g. a tumble dryer is a help if caring for someone who may be incontinent. Many carers are financially disadvantaged as a result of being a carer and the carers personal budget can help them to achieve outcomes of their own, it is also a recognition and acknowledgement to the carers of the contribution that their care makes to the local and national economy.</p> <p style="text-align: right;">(Continued in additional information below)</p>

<b>2020/21 Service Budget and Establishment</b>	<b>£000</b>
Employees	223
Other Operational Expenses	346
Income	(388)
<b>Total</b>	<b>181</b>

<b>Current Forecast (under) / overspend</b>	<b>(30)</b>
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<b>Number of posts (Full time equivalent)</b>	<b>6.00</b>
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	2021/22	2022/23	2023/24
<b>Proposed Budget Reduction (£000)</b>	<b>(100)</b>	<b>0</b>	<b>0</b>
<b>Proposed Staffing Reductions (FTE)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	<b>Ongoing</b>
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
N/a
<b>Service Delivery</b>
The same levels of support to carers should be achievable but with less reliance on the use of cash personal budgets to carers and a wider offer utilising strength-based, non-traditional support, which maximises digital and other technological solutions.
<b>Future expected outcomes</b>
Increase in the number of carers being supported and a wider service offer to meet assessed need; thereby providing greater choice and flexibility.
<b>Organisation</b>
N/a
<b>Workforce</b>
N/a
<b>Communities and Service Users</b>
Improved and enhanced offer for carers whilst enabling increased demand for carers services by local carers across the borough
<b>Oldham Cares</b>
N/a
<b>Other Partner Organisations</b>
The proposal will affect the delivery of carers assessments and carers personal budgets by Age UK.

Who are the key stakeholders?

<b>Staff</b>	No
<b>Elected Members</b>	No
<b>Residents</b>	Yes
<b>Local business community</b>	No
<b>Schools</b>	No
<b>Trade Unions</b>	No
<b>External Partners (if yes please specify below)</b>	Yes
Age UK	
<b>Other Council Departments (if yes please specify below)</b>	No
N/a	
<b>Other (if yes please specify below)</b>	No
N/a	

## Benefits to the organisation/staff/customers including performance improvements

A wider offer of support for carers, adopting strength-based, digital and technological solutions in 'place' which reflect the #TeamOldham Priorities and reflect local and national agendas to meet assessed needs in more creative and innovative ways.

## Section C

### Key Risks and Mitigations:

Risk	Mitigation
Carers will feel less valued by potentially receiving a lower carers personal budget than in previous years.	Clear communications with carers to explain reasons for the change in personal budget levels. Increased use of assistive technology, community assets and digital resources to improving the impact of the caring role.
Assessors fail to adopt new ways of working including strength-based, use of digital and technologies.	Training in use of strength-based assessments, full induction to the digital online support for carers and links to the service's developing Assistive Technology Strategy.
N/a	N/a

### Key Development and Delivery Milestones:

Milestone	Timeline
Develop new offer for carers based on outcome of consultation.	April 2021 to May 2021.
Develop the new resource allocation model based on offer for carers going forward.	May 2021 to September 2021.
Implementation of new carers offer.	September 2021.
N/a	N/a

## Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	09-Nov-2020	01-Feb-2021
Service User	23-Nov-2020	01-Feb-2021
Other	02-Nov-2020	28-Jan-2021

### Equality Impact Screening

Is there the potential for the proposed budget reduction to have a disproportionate adverse impact on any of the following?

Disabled people	Yes
Particular Ethnic Groups	Yes
Men or women (including impacts due to pregnancy/maternity)	Yes
People who are married or in a civil partnership	No
People of particular sexual orientation	No
People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	No
People on low incomes	Yes
People in particular age groups	Yes
Groups with particular faiths and beliefs	No

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	Yes
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## Section E

Finance Comments
This proposal will achieve savings of £100k. A new strength based approach to assessments should enable savings for the Locality. This will require a culture change as to how support is provided, as well as reduced amounts being provided in the resource allocation system.

Signed RO	04-Dec-2020
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Signed Finance	07-Jan-2021
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Cabinet Member Signature		
Name and Date	Cllr Z Chauhan	18-Jan-2021

## Additional Information (if required)

The numbers of carers being supported and also receiving a carers personal budget has increased by over 26% in the last two years and this trend is likely to continue. This will have a serious impact on the budget if the way we allocate carers personal budgets stays the same and we need to maximise the funds available whilst accessing more non-traditional forms of support for carers in acknowledgement of living in a Covid environment, providing opportunities to take a break in different ways and ensuring all carers have access to an equitable and fair offer.

The carer's assessment looks at the impact on areas of the carer's life including, the ability to maintain their own home, to be involved in community activities, to have a social life and contact with family.

Allowing for an increasing numbers of carers identified would need to be factored into the efficiencies proposal, as would increasing and improving methods of supporting carers to meet some of their needs in alternative ways. Also, some allowance would need to be made to accommodate carers assessments which identify exceptional circumstances where the awarding of a cash budget would make a significant improvement to a caring role and avoid the need for costly funded services. An example of this was £500 awarded to a carer for the purchase of a riser/recliner chair which meant that she did not need support from paid carers to help her husband to stand and the couple were able to remain in control of their own lives.

Use of strength-based approaches to assessments would be essential to meeting these efficiency targets as the needs of the carers identified as part of the carer's assessment would still need to be met. Resources to meet the carers needs would need to be both available, accessible and the costs of the resources would be recorded in the Carers support plan which is produced following a carers assessment. Resources would include:

- Social prescribing
- Access to Community Asset Directory
- Training courses for carers
- Digital resources
- Assistive technology
- Advice and information
- Emotional support

One resource which would provide access to many of the resources identified above but also to a wide range of services online is the Carers UK Digital Resource. The cost of the resource is £3,000 per year and would give the carers team and carers themselves access to online training courses which would meet some of the needs currently being met by a cash payment, access to an app specifically designed for carers, national information covering legal, financial and practical issues faced by carers. The resource would be accessible 24 hours a day meaning that carers can access training and advice at a time to suit them as their own time is limited and usually dictated by their caring role. Increased use of assistive technology will also be explored to help with the caring role, Just Checking and falls sensors, for example, could be used to remove some of the pressures on carers.

Following their first carers assessment, carers are contacted and offered a carers reassessment every twelve months. This helps to ensure that we can monitor the caring role and, provide carers ongoing support and prevent carer breakdown leading to costly care packages or residential care.

The support that the Council provides to carers is provided alongside care that is delivered directly to the cared for person to provide the carer with a break.

Use of strength-based assessments, access to support both digitally and in person and increased use of assistive technology alongside a realigned carers personal budget would provide a more holistic and rounded form of support, intervention and help to enable carers to continue caring.



	<b>Reference:</b>	<b>CSA-BR1-426</b>
<b>Responsible Officer</b>	<b>Mark Warren</b>	
<b>Cabinet Member:</b>	<b>Cllr Z Chauhan</b>	
<b>Support Officer</b>	<b>Kirsty Littlewood</b>	

## Equality Impact Assessment Tool

<b>Service Area:</b>	<b>Community Health and Social Care</b>
<b>Budget Reduction Title:</b>	<b>Carers Personal Budgets</b>

### Stage 1: Initial Assessment

<b>1a</b>	<b>Which service does this project, policy or proposal relate to?</b>
	<p>This proposal relates to the provision of support to adult, unpaid carers within Adult Social Care. A carer is anyone who provides unpaid care for a friend or family member who due to illness, disability, a mental health problem or an addiction, cannot cope without their support.</p>
<b>1b</b>	<b>What is the project, policy or proposal?</b>
	<p>The proposal is to change the current method of assessing and meeting the needs of unpaid carers in community health and social care services.</p> <p>A carers assessment is offered to unpaid carers annually, it identifies the impact of the caring role on the unpaid carer and explores ways of meeting needs in order to reduce the impact. Outcomes of the assessment include advice, information, emotional support and a carers personal budget of between £50 and £350 per year. The current average budget is £150. The proposal is to reduce the levels of budget awarded and so reduce the average payment.</p> <p>In addition to setting out the national eligibility criteria for adult social care, The Care Act 2014 requires a person's own strengths and capabilities along with their wider support network to be considered in order to decide the best way to meet their needs.</p> <p>As such, nationally, regionally and locally there has been a move towards strength-based models of assessment utilising a collaborative process and allowing a person to be fully involved in the planning of their care and support; allowing them to have more control over the support that they receive and helping them to retain as much independence as possible for as long as possible, or to continue in their caring role, should they choose to.</p> <p>Employing a strengths-based approach allows a more creative approach to be taken to meeting a person's needs helping to reduce dependence on traditionally commissioned services and encouraging community participation through the access of support available within the local area and through social prescribing, thus linking with voluntary sector providers and the thriving communities agenda. There is a focus on providing support in the least restrictive way whilst improving the long-term outcomes and wellness of individuals.</p> <p>Alongside the changes to the carers personal budgets, a strength based approach to assessments will be adopted to ensure that the needs of carers are met.</p>

Resources such as the use of assistive technology and equipment, online and digital training, advice, information and social forums will be made available to support carers and lessen the impact of the caring role on their lives.

The proposed changes to the Carers Personal Budgets will not have an impact on other services. Carers will be given opportunities and resources to alleviate the impact on their caring role which will not have a negative or cost implication in other areas.

**1c What are the main aims of the project, policy or proposal?**

To develop the use of strength-based assessments, to increase access to support both digitally and in person and to increase use of assistive technology alongside a realigned carers personal budget to provide a more holistic and rounded form of support, intervention and help to enable carers to continue caring.

By offering different types of support to lessen the impact on the caring role, the reliance on carers personal budgets can be reduced and efficiencies can be realised. Additional resources to support carers will be identified that will have the potential of making a long term improvement to the lives of carers.

Use of strength-based approaches to assessments would be essential to meeting these efficiency targets as the needs of the carers identified as part of the carer’s assessment would still need to be met. Resources to meet the carers needs would need to be both available, accessible and the costs of the resources would be recorded in the Carers support plan which is produced following a carers assessment. Resources would include:

- Social prescribing
- Access to Community Asset Directory
- Training courses for carers
- Digital resources
- Assistive technology
- Advice and information
- Emotional support

One resource which would provide access to many of the resources identified above but also to a wide range of services online is the Carers UK Digital Resource. The cost of the resource is £3,000 per year and would give the carers team and carers themselves access to online training courses which would meet some of the needs currently being met by a cash payment, access to an app specifically designed for carers, national information covering legal, financial and practical issues faced by carers. The resource would be accessible 24 hours a day meaning that carers can access training and advice at a time to suit them as their own time is limited and usually dictated by their caring role. Increased use of assistive technology will also be explored to help with the caring role, Just Checking and falls sensors, for example, could be used to remove some of the pressures on carers.

The use of community assets, social prescribing and assistive technology will be explored with each carer as part assessment to identify support to alleviate pressures on the carer. The use of carers personal budgets will still be appropriate to meet carers needs for example as a contribution towards a break or to purchase an item which would help in their caring role.

	<p>The carers personal budget is also an important resource to provide the carer with acknowledgement and recognition of the valuable service they provide and the contribution their service makes to both the local and national economy.</p> <p>By providing other means of support, however, a significant efficiency can be made in the provision of carers personal budgets while still providing appropriate support to carers.</p>				
1d	<p><b>Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how?</b></p>				
	<p>The following groups of people could be affected by the proposal;</p> <ul style="list-style-type: none"> <li>• Disabled people – Changes to the way carers are supported could have an effect on the person they care for who may have a disability. Also, some unpaid carers have a disability of their own. Increased training and online support to carers will include condition specific information and advice which could improve the experience of the cared for person.</li> <li>• Particular ethnic groups – 13 % of carers in Oldham identify as Asian or Asian British. Increased use of digital resources may be less accessible for non-English speakers within that community.</li> <li>• Women – nearly 70% of carers in Oldham are female, so are more likely to be affected by any changes to carers services.</li> <li>• People on low incomes – many carers are financially disadvantaged by their caring role and could be affected by changes to the personal budget allocation. This group may see any reduction in personal budget as a negative development. The greater availability of advice including benefits advice and financial planning, however, could mitigate this affect as could an increased level of alternative support to carers enabling access to employment. Advice and signposting to resources such as Job Centre Plus and Get Oldham Working to support carers who may need help with access to ICT or travel costs will be given. If appropriate a carers personal budget could be allocated for this purpose.</li> <li>• People in particular age groups – over 30% of carers in Oldham are aged over 65, so may be more likely to be affected by any changes to carers services.</li> <li>• Carers – Carers may perceive that receiving a lower personal budgets as reflection of the value placed on the service they provide.</li> </ul>				
1e	<p><b>Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?</b></p>				
		None	Positive	Negative	Not sure
	Disabled people	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Men or women (includes impacts due to pregnancy / maternity)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

	People of particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in a Marriage or Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths or beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>					
	Carers	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

<b>1f</b>	<b>What do you think the overall NEGATIVE impact on groups and communities will be?</b>	<b>None / Minimal</b>	<b>Significant</b>
		<input checked="" type="checkbox"/>	<input type="checkbox"/>

<b>1g</b>	<b>Using the screening and information in questions 1e and 1f, should a full assessment be carried out on the project, policy or proposal?</b>	<b>Yes</b> <input checked="" type="checkbox"/>
		<b>No</b> <input type="checkbox"/>

<b>1h</b>	<b>How have you come to this decision?</b>
	Over 2,000 carers access support through a carers assessment and any impact from the changes needs to be clear, it is therefore in the interest of the service to complete an Equality Impact Assessment.

## Stage 2: What do you know?

<b>What do you know already?</b>
The numbers of carers being supported and also receiving a carers personal budget has increased by over 26% in the last two years and this trend is likely to continue. This will have a serious impact on the budget if the way we allocate carers personal budgets stays the same and we need to maximise the funds available whilst accessing more non-traditional forms of support for carers in acknowledgement of living in a Covid environment, providing opportunities to take a break in different ways and ensuring all carers have access to an equitable and fair offer.

<b>What don't you know?</b>
<p>We currently don't know the impact on individual carers of adopting a strength-based approach and whether this will change the way in which their eligible needs are met. We don't know the number of cases in which assistive technology could be considered as an alternative method of providing support and what the financial impact of this would be.</p> <p>We don't know what the effect of the current pandemic situation will be on the long-term availability and capacity of services within the community and how this will impact the implementation of a strength-based approach.</p>
<b>Further Data Collection</b>
<p>Further analysis will be undertaken to understand the current levels of carers personal budgets and what other forms of support is being delivered.</p>

### Summary (to be completed following analysis of the evidence above)

1e	Does the project, policy or proposal have the potential to <b>disproportionately</b> impact on any of the following groups?	None	Positive	Negative	Not sure
	Disabled people	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (includes impacts due to pregnancy / maternity)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	People of particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in a Marriage or Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths or beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>				
	Unpaid Carers	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

### Stage 3: What do we think the potential impact might be?

3a	<b>Who have you consulted with?</b>
	Oldham Residents, Carers and partner organisations.
3b	<b>How did you consult? (include meeting dates, activity undertaken &amp; groups consulted)</b>
	Public consultation online via Council website, 9 November 2020 to 1 February 2021. Carers and partner organisations via Carers Partnership Board 20 November 2020.

3c

**What do you know?**

We now know the results of the public consultation. The following summary of the proposal was consulted on via the Council website between 9 November 2020 and 1 February 2021.

**Carers Personal Budgets (CSA-BR1-426)**

Carers provide unpaid care for friends and family members with illness, disability and/or mental health problems. There are more than 24,000 carers in Oldham who provide support that otherwise may have to be provided by public services like the council or NHS. Oldham Council provides a support service for carers. Through this service it assesses the needs of carers and, if required, provides them with a Carers Personal Budget to help them fulfil their caring role. The amounts given are dependent upon needs assessed on a points-based system. These budgets can be used to pay for breaks, to buy IT equipment to help them stay connected with others or to buy household goods that will make their caring role easier. Last year Oldham provided Carers Personal Budgets to around 1,900 people at a cost of £294,000. It is proposed that the threshold for getting a carers personal budget be increased and that the amounts received be reduced. This would affect everybody who currently receives a carers personal budget and future applicants. The council would work with carers to signpost them to training, online resources and other available support in the local communities. **This would save £100,000 in 2021/22.**

339 responses were received specifically to the carers budget proposal;

<b>Strongly Agree</b>	<b>108</b>	<b>32%</b>
<b>Disagree</b>	<b>72</b>	<b>21%</b>
<b>Neither agree nor disagree</b>	<b>69</b>	<b>20%</b>
<b>Agree</b>	<b>62</b>	<b>18%</b>
<b>Strongly agree</b>	<b>28</b>	<b>8%</b>

The following response to the proposal was received from the Carers Partnership Board

**FINAL RESPONSE from the Oldham Carers Partnership Board to the Oldham Council ‘Let’s Talk Budget’ consultation, specifically in relation to the Carers Personal Budget proposal (CSA-BRI-426)**

‘**AGREE**’ with the proposal, subject to account being taken of the following comments and actions which may help to mitigate any potential impact on informal carers of the proposed budget reduction and more generally.

In the section ‘WHAT DO YOU THINK OF THIS PROPOSAL’ the following response has been submitted on behalf of the Board:

The Carers Partnership Board’s intention is always to advocate in the interests of carers. However, we also recognise that the Council and local partners are facing difficult decisions in order to continue to support and protect Oldham’s most vulnerable and in-need residents. Although this proposal will lead to a reduction in the total carers personal budget envelope, we also believe that those carers with the highest support needs will be prioritised to receive a personal budget under these proposals, should they choose to be assessed.

Balancing what we know about support and provision for carers in Oldham, we feel in principle that the proposal is a reasonable one, and it is in line with the overall ambitions expressed in the Oldham Carer’s Strategy 2018 – 2021. Whilst a one-off carers budget (following a carers assessment) may offer welcome, additional financial support to some carers, it is our view that the most valuable aspect of the carers assessment is that it should offer a high-quality, considered and holistic needs assessment and support planning process, which taps into what is already available for carers to potentially benefit from. We have heard this feedback from carers and the Oldham Carers Team, who conduct the carers assessments. Our understanding is that access to the carer’s assessment is not affected by this budget proposal.

We fully recognise however that this proposal *will* narrow the access to a carers personal budget for carers in Oldham. However, increasing the eligibility thresholds will ensure that carers with the highest level of need will be prioritised for a carers personal budget. Although there will also be a reduction in the potential budget that an individual carer may receive, this means that the total available budget will stretch further, benefitting more carers but at a reduced level.

Our main concerns relate to carers already in financial hardship, for example, because they are unable to work or work reduced hours due to their caring responsibilities, they are heavily or partially reliant on state benefits, and some carers may have experienced new unemployment/reduced income as a direct impact of the Covid-19 pandemic. For some of our most financially vulnerable carers, we recognise that a carers personal budget may have provided a lifeline which enables them to continue caring.

Looking at Oldham as a whole (relative to other towns in GM), we know that absolute unemployment is higher, and pay is generally lower. We also know from Carers UK State of Caring report 2019 that many carers face ongoing financial challenges, with around 2 in 5 carers (39%) struggling to make ends meet and 21% of carers have experienced debt as a result of their caring responsibilities. With this in mind, we suggest that the following mitigating actions are taken when implementing this budget reduction:

- Advice for carers around welfare rights and benefits advice is strengthened within the carers assessment/support planning process and offered systematically to all carers undergoing a carers assessment
- The review of the carers assessment and support planning process is completed as quickly as possible in line with objective 4.2 in the Oldham Carers Strategy action plan
- Consideration is given to how new assessments of carers previously unknown to Adult Social Care are prioritised, given that current social and economic circumstances may lead to more residents with caring responsibilities needing early advice and support

**Responses from individuals to the proposals include –**

<b>Impact on vulnerable people/carers/children</b>	'As someone who was a carer for a family member this <b>would have made life unbearable. Carers do not have time to apply for extra resources or funding</b> it is often exhausting to be able to keep in contact about circumstances with the council or healthcare provider let alone dealing with anything else'
<b>Financial impact</b>	'Without carers, the <b>cost to adult social care</b> would be a lot more than <b>£100,000</b> . People need money not training'
<b>Lacking detail</b>	'Reservations on this, <b>without any knowledge of how this allowance is calculated</b> , it seems <b>inappropriate to restrict funding</b> for the role of unpaid carers in this way, as they provide such an essential service'

**Public suggestions on how to deliver the proposal were also received;**

*Look at means testing instead*

It is not felt that the wider spectrum of carers would welcome this approach. It would mean that most would get either no financial support or an amount that would not enable them to do the things they wish to do.

	<p><i>Providing a support network</i></p> <p>A number of support networks, which provide both formal and informal support into the social care system, are already in place and receive funding. This is something that will be considered for further promotion.</p> <p><i>Being listened to by the social care system</i></p> <p>As with the previous development of the Oldham Carers strategy. We are developing a co-production panel and carers will be a key cohort within this engagement approach so they can link in through this model too.</p> <p>In December 2017 a consultation exercise with carers to develop Oldham Carers Strategy received 471 individuals responses and 38 carers attended focus groups.</p> <p>A common theme emerged which confirms the need for providing support through more varied ways, which would require a review of the way in which resources are utilised.</p> <p><i>Improving health and wellbeing was seen as a key area, with carers noting the effects of caring on their own personal health and wellbeing. Communication was seen as being vital in improving this. Carers felt that more should be done to promote wellbeing ranging from social opportunities to the provision of appropriate breaks for carers.</i></p>	
<b>3d</b>	<b>What don't you know?</b>	
	<p>We don't know the level of understanding of those responding to the consultation of the carers personal budgets and it is possible that some perceive it to be a weekly or monthly amount. The carers personal budget is, actually, a one off annual amount awarded following the outcomes of a carers assessment to meet a specific identified need. We don't know what the ongoing impact of the current pandemic situation may be on both carers and the individuals they care for.</p>	
<b>3e</b>	<b>What might the potential impact on individuals or groups be?</b>	
	Generic (impact across all groups)	
	Disabled people	The provision of alternative support to carers such as training on awareness of specific conditions, will benefit the person they care for.
	Particular ethnic groups	N/A
	Men or women ( <i>include impacts due to pregnancy / maternity</i> )	70% of unpaid carers in Oldham are female, so are more likely to be affected by changes to the Carers Personal Budgets. While this reduction in the amount of cash awarded through a Carers Personal Budget may be seen as a negative impact, the mitigating actions will potentially have a longer term positive impact. For example, access to training and peer support could alleviate social isolation and develop skills in the use of ICT.
	People of particular sexual orientation/s	N/A
	People in a Marriage or Civic Partnership	N/A
	People who are proposing to undergo, are undergoing, or have	N/A

	undergone a process or part of a process of gender reassignment	
	People on low incomes	Many unpaid carers are on low incomes due to not being able to access employment due to their caring role. This reduction in the amount of cash awarded through a Carers Personal Budget may be seen as a negative impact, the mitigating actions will potentially, however, have a longer term positive impact. By providing carers with the right information, signposting and advice to ensure they are accessing the benefits and rights they are entitled to, a longer term financial impact on carers on low incomes will be realised. Similarly supporting carers, who wish to, with help to access employment will have a positive financial impact.
	People in particular age groups	35% of unpaid carers are over 64 years old and so are more likely to be impacted by changes to the Carers Personal Budgets. These changes may be perceived as negative by carers who receive a reduced Carers Personal Budget. The impacts of the provision of strength based resources to older carers is already having a positive effect. In some cases, older carers have been supported to access digital resources to reduce social isolation and complete online shopping. This positive impact would be available to more carers through the use of the Carers Digital Resource.
	Groups with particular faiths and beliefs	N/A
	Unpaid Carers	Unpaid Carers across Oldham who have previously received a Carers Personal Budget, may perceive the proposal as a negative impact if they receive a lower level of payment than in previous years. This may deter some carers from accessing an annual carers reassessment. The proposed additional resources through the use of a strength based approach, however, will have the potential to make long term positive changes to lessen the impact of the caring role on their lives.

## Stage 4: Reducing / Mitigating the Impact

4a	<b>What can be done to reduce or mitigate the impact of the areas you have identified?</b>	
	<b>Impact 1</b>	<b>Proposal</b>
	Carers will feel less valued and appreciated by potentially receiving a lower carers personal budget by direct payment than in previous years.	Clear communications will be put in place with carers to explain reasons for the change in personal budget levels. The ability to award carers personal budgets at a higher level in exceptional circumstances will still be available.

	<b>Impact 2</b>	<b>Proposal</b>
	Carers may see any change in the cash personal budget as a reduction in the support they receive. This could be regarded as having a negative impact on their lives and ability to continue in their caring role.	<p>Increased use of assistive technology, community assets and digital resources will be accessed and provided.</p> <p>By commissioning the Carers UK Digital Resource, carers will be able to access:</p> <ul style="list-style-type: none"> <li>- advice and information, independent to that directly supplied by Oldham Cares.</li> <li>- Online training courses on a number of topics which are designed to give carers the tools to alleviate some of the impacts that caring may have on their lives.</li> <li>- An online forum where carers can chat, ask questions and share issues with other carers.</li> <li>- Access to a 24 hour helpline for carers.</li> </ul> <p>All of the above will, potentially, increase the long term support to carers and reduce the impact of the caring role by providing alternative and more appropriate resources.</p>
	<b>Impact 3</b>	<b>Proposal</b>
	Carers may see the proposal as having a negative impact on their income and financial ability to continue with the caring role.	<p>Providing advice and signposting to carers to ensure that they, and the person they care for are accessing appropriate benefits, will have a positive long term impact on finances.</p> <p>The Carers UK Digital Resource provides up to date information on carers rights, both regarding benefits and rights as a working carer. Tools to assist with accessing benefits advice, budgeting tips and getting into employment, where appropriate, are available 24 hours a day.</p>
	<b>Impact 4</b>	<b>Proposal</b>
	Carers concerned about impacts of time consuming, bureaucratic processes for accessing support.	The carers assessment will not include any additional assessment processes. It will include the statutory minimum necessary to understand the impact of the caring role on an individual basis and how to meet the needs of the carer using the most appropriate resources.
	<b>Impact 5</b>	<b>Proposal</b>
	Financial Impact/Restricted funding	<p>The carers offer will consider the impact on the wellbeing of each individual carer and will concentrate on providing a holistic offer of support rather than focussing on an annual, one off amount of money.</p> <p>The offer will not restrict resources but will provide an appropriate level of support to carers according to their individual needs by using an asset based approach.</p>

		The ability to award carers personal budgets at a higher level in exceptional circumstances will still be available.
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<b>4b</b>	<b>Have you done, or will you do anything differently, as a result of the EIA?</b>
	<p>The completion of the EIA has helped to focus attention on the potential impacts of the proposals, and these will be fully considered when planning the development of a holistic offer for carers.</p> <p>The focus of Carers support, including carers assessments, will be on giving carers access to resources which will enable them to achieve long term improvements in their caring role. Whilst carers will, where appropriate, still be able to access a carers personal budget through a direct payment, the emphasis will be on a strength based approach and less reliance on cash budgets.</p>
<b>4c</b>	<b>How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?</b>
	<p>The carers budget will be monitored, and a review system will be put in place to contact carers to ascertain if they have accessed resources and to get feedback on how this has affected their caring role.</p>

<b>Conclusion</b>	
<i>This section should record the overall impact, who will be impacted upon, and the steps being taken to reduce / mitigate the impact</i>	
<p>The reduction in the overall budget available for carers personal budgets will impact all carers who currently, and in the future, access support by way of a carers assessment.</p> <p>Reducing the amount of carers personal budget provided by a direct payment may give an initial short term negative financial impact to carers.</p> <p>This short term negative impact can be reduced or mitigated by implementing a strength based approach, accessing community resources, increasing the use of assistive technology, digital resources, both locally and through Carers UK.</p> <p>Appropriate use of these resources will have a positive long term effect for carers by giving them the tools to enable them to manage their caring role.</p> <p>The development of a new carers offer and processes will be coproduced with carers involved at all stages to ensure carers voices are not just heard but actively listened to and respected.</p>	

## Stage 5: Signature

<b>Role</b>	<b>Name</b>	<b>Date</b>
<b>Lead Officer</b>	Angela Barnes	12/02/2021
<b>Approver Signatures</b>	Kirsty Littlewood	15/02/2021
	Jonathan Downs	15/02/2021

<b>EIA Review Date:</b>	TBC
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<b>Reference :</b>	<b>CSA-BR1-427</b>
<b>Responsible Officer :</b>	<b>Mark Warren</b>
<b>Cabinet Member :</b>	<b>Cllr Z Chauhan</b>
<b>Support Officer :</b>	<b>Karen Maders</b>

## BR1 - Section A

<b>Service Area :</b>	<b>Adult Social Care Support</b>
<b>Budget Reduction Title :</b>	<b>Brokerage</b>

<b>Budget Reduction Proposal - Detail and Objectives :</b>
<p>Following a needs assessment, a direct payment (personal budget) maybe awarded and the recipient can choose to take this as a cash payment rather than having a package of support arranged for them.</p> <p>The aim of a direct payment is to enable people to have more choice and control over the support they receive. Many people choose to employ Personal Assistants (PA) to meet their services needs and manage any employment related processes. The Council currently provides support to people to manage their Direct Payment by providing a support brokerage service, this service should be aimed at where the person has no third party to assist them or they are unable to do this themselves. Brokers work with the individual to support set up their care and support services. This could include finding out information about services, recruiting staff and setting up payments for wages and services.</p> <p>The council's annual spend on brokerage services is in the region of £450,000 for Adult Social Care. Brokerage fees do not form part of the allocated direct payment budget, this is an additional cost that the council funds from the community care budget and service users do not contribute to this additional cost.</p> <p>Year after year there has been a significant increase in brokerage costs. Oldham was a pilot for personalisation, and it seems brokerage is the 'go to' option when offering a direct payment from an Adult Social Care perspective, instead of reviewing alternative options available to support the person, i.e. support of next of kin.</p> <p>(See additional information below)</p>

<b>2020/21 Service Budget and Establishment</b>	<b>£000</b>
Employees	0
Other Operational Expenses	15,364
Income	(0)
<b>Total</b>	<b>15,364</b>

<b>Current Forecast (under) / overspend</b>	<b>2,002</b>
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<b>Number of posts (Full time equivalent)</b>	<b>0.00</b>
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	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>Proposed Budget Reduction (£000)</b>	<b>(250)</b>	<b>0</b>	<b>0</b>
<b>Proposed Staffing Reductions (FTE)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	<b>Ongoing</b>
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
Not applicable
<b>Service Delivery</b>
Supporting service delivery, by providing members of the public and practitioner's with clear guidance on the use of direct payments and a broker. Opportunities to promote the 'Strength based' assessment model for alternative options to support the person, instead of a brokerage service as the 'go to' option.
<b>Future expected outcomes</b>
See additional information below.
<b>Organisation</b>
See additional information below.
<b>Workforce</b>
See additional information below.
<b>Communities and Service Users</b>
See additional information below.
<b>Oldham Cares</b>
See additional information below.
<b>Other Partner Organisations</b>
Not applicable

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	Yes
<b>Residents</b>	Yes
<b>Local business community</b>	Yes
<b>Schools</b>	No
<b>Trade Unions</b>	No
<b>External Partners (if yes please specify below)</b>	Yes
Brokerage providers	
<b>Other Council Departments (if yes please specify below)</b>	No
N/a	
<b>Other (if yes please specify below)</b>	No
N/a	

## Benefits to the organisation/staff/customers including performance improvements

See additional information below.

## Section C

### Key Risks and Mitigations:

Risk	Mitigation
As a framework is being implemented with agreed associated costs, it may not be as feasible for providers, therefore may result in a reduction of brokers applying for the tender, and the council not having a varied list of approved brokers to use.	The specification includes a statement, to advise where local market cannot meet the demand, the council will be able to look wider within GM for the use of a brokerage service.  (Continued in additional information below).
The proposed plan is to review the current packages with a broker, and where non- complex to source alternative support. This will reduce the use of a broker and may see some brokers withdrawing from the market due to lose of business.	The specification due to go to tender has been clear that all current packages will be reviewed and the future offer for the service will be aimed at complex care packages only. The specification will be advertised via the 'Procurement Chest' where all brokers can view / be clear on the new proposals before submitting a tender for the service.
When reviewing the current care and support packages, and changing the use of a broker, this may cause some uncertainty and anxiety for service users and may result in an increase in complaints /contact to the council.	Clear guidance re-issued to support practitioners in their conversations with service users, alongside support via the task & finish group and resource allocation panel. Complaints managed through the Council's complaints process, to be allocated to appropriate staff offering service users reassurance of still receiving their required care package.

### Key Development and Delivery Milestones:

Milestone	Timeline
Staff comms re: new packages including, using a Broker (when to approach them), manager to scrutinise broker use/appropriateness before care package approved, income & payments to challenge broker requirement if not documented.	2021  (Easy Use Guide and flow chart to be sent with comms)
Review Direct Payment Policy/ Toolkit. Develop Direct Payment easy use guide for staff & process flow chart - example cases where use of a broker is appropriate. Guidance to include 'brokerage use decisions need to be evidence based'.	2021
Task & Finish Group-Monitor reviews of current packages with a broker. Ensure reviews are kept on track. Update sessions booked on regular basis. Oversight of the change in public expectations. Monitor reduction in costs.	2021  (Group to include Cluster Leads/Learning Disability, Mental Health managers)
Review all current packages with a broker. Report to be requested, split by category of packages, PSR and additional services. Agreed process to be confirmed as part of the task and finish group. Social Work teams to lead on reviews.	2021

## Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	09-Nov-2020	01-Feb-2021
Service User	23-Nov-2020	01-Feb-2021
Other	05-Nov-2020	28-Jan-2021

### Equality Impact Screening

Is there the potential for the proposed budget reduction to have a disproportionate adverse impact on any of the following?

Disabled people	Yes
Particular Ethnic Groups	Yes
Men or women (including impacts due to pregnancy/maternity)	Yes
People who are married or in a civil partnership	No
People of particular sexual orientation	No
People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	No
People on low incomes	Yes
People in particular age groups	Yes
Groups with particular faiths and beliefs	No

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	Yes
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## Section E

Finance Comments
This proposal will achieve a saving of £250k. This saving will be achieved by reducing a non-statutory element from non-complex cases. This will be underpinned by the introduction of the strength-based approach which will require a culture change in how services are provided.

Signed RO	04-Dec-2020
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Signed Finance	07-Jan-2021
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Cabinet Member Signature		
Name and Date	Cllr Z Chauhan	18-Jan-2021

## Additional Information (if required)

The funding of brokerage services is not a statutory requirement, as it isn't defined as an eligible social care need. However, the Council recognises the invaluable support which brokers can offer to vulnerable adults, enabling wider choice and control over the service but it must review the way in which brokerage services are currently used when offering a direct payment in order to reduce excessive spending on brokerage services, promote a more strength-based approach for the delivery of the person's care and by using alternate support for the person.

With finite resources, the service needs to target brokerage services at those with the most complex needs to ensure parity of access to direct payments.

There are currently 927 direct payment packages with a broker, total cost £450,526.

Brokerage Services	Number	Annual Cost
Invoice Only	303	£ 74,777
Payroll Only	21	£ 7,732
Full Brokerage package	603	£ 368,017
Total	927	£ 450,526

The budget reduction proposals in regard to brokerage services will be achieved by the completion of the following:

1. Implementation of a brokerage framework. There is currently no such framework in place, therefore no contracted fees for the use of a brokerage services. Brokers fees vary, and can increase at any time, therefore increasing the financial liability for the council. By the introduction of the framework there will be a set fee structure, to support the council to budget, provide market stability and be accountable for public funds.
2. A clear specification will be implemented as part of the framework and will clearly state that the use of a brokerage service will be for complex care packages only. Where packages are identified as non-complex, the practitioner will be expected to work with person and explore other options available to them.
3. A task and finish group will be established. This group will lead on reviewing all current direct payment packages with a broker. Packages (non-complex) with a broker will be reviewed by the practitioner, to source alternative support where deemed appropriate, therefore ceasing the requirement of a broker and reducing costs for the council.
4. There is a requirement to change the public's expectations in regard to direct payments and the use of a brokerage service. To support this the following actions will take place:
  - Review of Direct Payment Policy
  - Review of Direct Payment Toolkit.
  - Development of a Direct Payment easy use guide for staff, to support them when discussing options with the person, this will also include the use of a broker.
5. Any new direct payment packages, where a broker is required will go through the resource allocation panel and will have to be signed off by the relevant Head of Service. This will support due-diligence on all packages and monitor the cost of brokerage services.
6. The direct payment policy review will also provide some guidance to staff in regard to the term complex and non-complex. Therefore, supporting them in their decision making when assessing a person's requirement for a direct payment and use of a brokerage service.

## Additional Information (if required)

### Future Expected Outcomes impact:

The reduction in the requirement of a broker for non-complex packages. Therefore, allowing the broker to focus on packages of care that are complex and require their full support. Brokers and service users will also be clear on what the services and expectations from a broker will be, therefore providing a coordinated support package for service users.

### Organisational impact:

Organisational impact will be positive and negative. The proposed change in services to a person may initially lead to increases in complaints, as people will be used to the services they currently receive, and change can be sometimes unsettling for the person, this will be managed by the service to ensure the person feels fully supported.

From an organisational perspective, there will be clear guidance on the offer of a brokerage service, the organisation will be assured that there is accountability for public funds following the implementation of the brokerage framework and specification and all brokers will go through the correct procurement process and have a legal contract in place to adhere to.

### Workforce impact:

Practitioner's will be provided with clear guidance on the use of direct payments and a broker, and will be supported by the use of a broker via the panel allocation approval step that will be implemented. The workforce will receive an approved list of brokers to use following the procurement tender process, so when allocating a broker to a direct payment package, there is a clear rationale and transparency.

### Communities and service users impact:

Service users will benefit from the proposal massively as currently they are not clear what they should be receiving from a broker. As part of the specification for the brokerage framework, brokers will be asked to provide an information pack on the services that they are delivering, this will be provided to service users/next of kin to support them when choosing the correct broker for their care and support package and also ensure that they are receiving the correct care and support, as assessed by the practitioner.

### Oldham Cares impact:

Services within Oldham Cares manage the direct payments/brokers; therefore, they will see a high/increased volume of activity when implementing the proposed changes. Services within Oldham Cares will take the lead on the current care reviews and also on the development of the direct payment guidance.

Impact on Oldham Cares will be both positive and negative. The proposed change in services to a person may initially lead to an increase in complaints, as people will be used to the services they currently receive, and change can be sometimes unsettling for the person, this will be managed by the service to ensure the person feels fully supported.

From an Oldham Cares perspective, there will be clear guidance of the offer of a brokerage service, and service users and staff will be assured that that the assessed care packages for service users will be fully implemented, following the implementation of the brokerage framework and specification and all brokers will go through the correct procurement process and have a legal contract in place to adhere to.

### Organisational benefits:

There will be clear expectations and literature provided on the use of brokerage services and reduce the current position, where a broker is appointed for the majority of all direct payment packages. This will allow for staff and the person to be innovated with the way in which their package of care is delivered and promote a strength-based approach. The use of brokers will be aimed at more complex care packages, therefore reducing dependency on the use of a broker. Following the implementation of the framework there will also be clear fees set for brokerage services, therefore supporting this to be financially managed providing accountability for the use of public funds.

**Additional Information (if required)**

Risk 1 mitigation (cont):

The brokerage offer from providers is a small market, with a number of brokers offering their services primarily within the Oldham area. The costs being proposed for the specification are not that different to what brokers are currently charging, and an incentive has been added as 'set up costs' where the package is complex. This will hopefully attract brokers to apply for the new framework and also attract wider business to apply, therefore providing more choice to the council in brokers to use.

<b>Reference:</b>	<b>CSA-BR1-427</b>
<b>Responsible Officer</b>	<b>Kirsty Littlewood</b>
<b>Cabinet Member:</b>	<b>Councillor Zahid Chauhan</b>
<b>Support Officer</b>	<b>Karen Maders</b>

## Equality Impact Assessment Tool

<b>Service Area:</b>	<b>Community Health and Social Care</b>
<b>Budget Reduction Title:</b>	<b>Brokerage</b>

### Stage 1: Initial Assessment

<b>1a</b>	<b>Which service does this project, policy or proposal relate to?</b>
	<p>This proposal relates to the change in the use of direct payment brokerage services. This sits primarily within Adult Social Care.</p> <p>Following a needs assessment, a personal budget maybe awarded, and the recipient can choose to take this as a direct payment (cash payment) rather than having a package of support arranged for them.</p> <p>The aim of a direct payment (DP) is to enable people to have more choice and control over the support they receive. Many DP recipients choose to employ Personal Assistants (PA) to meet their needs which means they become an employer and need to manage any employment related processes. The Council currently provides support to people to manage their DP by funding a support brokerage service, this service should be aimed at providing support where the person has no third party to assist them or they are unable to do this themselves. Brokers work with the individual to support them to set up and manage their care and support services including finding out information about services, recruiting staff and setting up payments for wages and services.</p>
<b>1b</b>	<b>What is the project, policy or proposal?</b>
	<p>The proposal is based around the need to reduce the use of brokerage services where a service user is in receipt of a direct payment.</p> <p>The council's annual spend on brokerage services is in the region of £450,000 for Adult Social Care. Brokerage fees do not form part of the allocated direct payment budget, this is an additional cost that the council funds from the community care budget and service users do not contribute to this additional cost.</p> <p>Year on year there has been a significant increase in brokerage costs. Oldham was a pilot for personalisation, and over recent years brokerage services have been used increasingly in the majority of cases as opposed to exploring alternative options available to support the person, i.e. support of next of kin.</p> <p>The funding of brokerage services is not a statutory requirement, as it is not defined as an eligible social care need. Whilst brokerage services are not a statutory requirement, the council recognises the invaluable support which brokers can offer to vulnerable adults, enabling wider choice and control over the service. However, we must review the way in which brokerage services are currently used when offering a direct payment in order to reduce excessive spending on brokerage services, promote a more strength-based approach for the delivery of the person's care and by utilising alternative avenues of support for the person.</p>
<b>1c</b>	<b>What are the main aims of the project, policy or proposal?</b>
	<p>The main aims of the proposal are to ensure an appropriate and consistent approach to brokerage through the implementation of a brokerage framework and guidance for practitioner's to support them in their conversations with service users when discussing / reviewing the use of a brokerage service.</p>

The budget reduction proposals in regard to brokerage services will be achieved by the completion of the following:

1. Implementation of a brokerage framework. There is currently no such framework in place, therefore no contracted fees in place for the use of a brokerage services. Brokers fees vary, and can increase at any time, therefore increasing the financial liability for the council. By the introduction of the framework there will be a set fee structure, to support the council to budget, provide market stability and be accountable for public funds.
2. A clear specification will be implemented as part of the framework and will clearly state that the use of a brokerage service will be for complex care packages only. Where packages are identified as non-complex, the practitioner will be expected to work with the person and explore other options available for them.
3. A task and finish group will be established from January 2021 until March 2022. The purpose of this group will be to lead on reviewing all current direct payment packages with a broker. Packages (non-complex) with a broker will be reviewed by the practitioner, to source alternative support where deemed appropriate, therefore ceasing the requirement of a broker and reducing costs for the council.
4. There is also a requirement to change the public's expectations in regard to direct payments and the use of a brokerage service. To support this the following actions will take place:
  - Review of Direct Payment Policy
  - Review of Direct Payment Toolkit.
  - Development of a Direct Payment easy use guide for staff, to support them when discussing options with the person, this will also include the use of a broker.
5. Any new direct payment packages, where a broker is required will go through the resource allocation panel and will be required to be signed off by the relevant Head of Service for the use of the broker. This will support due-diligence on all packages and monitor the cost of brokerage services.

The direct payment policy review will also provide guidance to staff in regard to the term complex and non-complex. Therefore, supporting them in their decision making when assessing a person's requirement for a direct payment and use of a brokerage service.

**1d Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how?**

People identified that will be affected by the implementation of the Brokerage Framework and changes with their direct payment are those that fall into the following groups:

- Disabled people
- People in particular age groups
- Vulnerable Adults
- People on low income

The above groups can be further identified further into the following categories:

Service users:

- If their current broker is not successful in the tendering process or their care package has been identified as non – complex, service users may not want to change brokers as they would have built a relationship and trust with the existing one.
- If service users have to be transferred to a new broker, it may cause upset to them and delays with commence of new support identified.

- There will also be a positive effect to service users as the implementation of the new model would ensure that service users are receiving consistent support in accordance with legislation and in line with charging policies. It would also ensure that the service they receive is vetted and 'fit for purpose'. Service users would also be supported with exploring other avenues of support via the strength based model.

Service Providers –

- will be expected to meet set criteria to be awarded a contract and added the framework. This could impact business in relation to finances as where some may not be successful, the loss of business may mean the closure of their company.
- will be expected to enter into an agreed framework and adhere to the terms and conditions of that framework.
- will be expected to comply with the cost of brokerage services as implemented by the council, therefore could result in a loss of income.
- Following the implementation of the framework, the council will be able to obtain oversight of the market. This would lead to stability within the brokerage economy as there is currently only one of the seven providers still providing this service from the approved list from 2011.

General Public –

- The framework would ensure that public funds are safeguarded and that the council can be accountable.
- Protecting the council from litigation, ensuring compliance with legislation, ensuring service users are in receipt of their eligible needs and are charged only for their contribution towards the cost of care services.

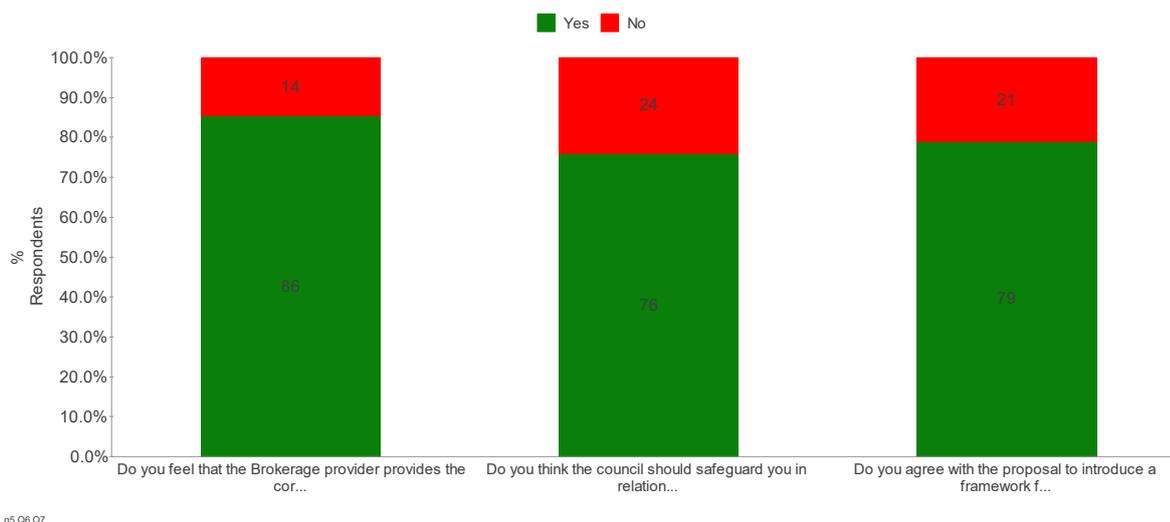
<b>1e Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?</b>				
	<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
Disabled people	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (includes impacts due to pregnancy / maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People of particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in a Marriage or Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths or beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>				
Vulnerable Service Users	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>1f</b>	<b>What do you think the overall NEGATIVE impact on groups and communities will be?</b>	<b>None / Minimal</b>	<b>Significant</b>
		<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>1g</b>	<b>Using the screening and information in questions 1e and 1f, should a full assessment be carried out on the project, policy or proposal?</b>	<b>Yes</b> <input checked="" type="checkbox"/>	
		<b>No</b> <input type="checkbox"/>	
<b>1h</b>	<b>How have you come to this decision?</b>		
	<p>There are currently over 900 service users in receipt of a broker service and 5 providers of a brokerage service.</p> <p>To ensure all options are captured and that impact on each group is made clear, it is in the interest of the service to complete a full Equality Impact Assessment.</p>		

## Stage 2: What do you know?

<b>What do you know already?</b>
<p>Adult Social care currently spend over £450,000 on brokerage services annually. There are currently 5 brokers providing the brokerage service, where there is no accountability of public spend or service delivery.</p> <p>Within Adult Social Care there are currently 927 service users using a brokerage service to support them with the management of their direct payment.</p> <p>Year on year there has been a significant increase in brokerage costs. Oldham was a pilot for personalisation, and it seems brokerage is the 'go to' option when offering a direct payment from an Adult Social Care perspective, instead of reviewing alternative options available to support the person, i.e. support of next of kin.</p> <p>The funding of brokerage services is not a statutory requirement, as it is not defined as an eligible social care need. Whilst brokerage services are not a statutory requirement, the council recognises the invaluable support which brokers can offer to vulnerable adults, enabling wider choice and control over the service. However, must review the way in which brokerage services are currently used when offering a direct payment in order to reduce excessive spending on brokerage services, promote a more strength-based approach for the delivery of the person's care and by using alternate support for the person.</p> <p>Previous consultation has taken place with service users and providers in regard to the implementation of a brokerage framework;</p> <p>A survey was issued to service users, patients or their carers / representatives with various questions relating to their experience with brokers and to identify their views on the introduction of a framework. Over 1000 surveys were issued with a covering letter inviting people to a one to one focus group session to provide a Q&amp;A session.</p> <p>Members of the public attended two focus groups, which took place on 4 June 2019 and 11 June 2019. Those invited to the focus groups were people directly receiving brokerage services, carers and family. Over 1000 service users or representatives were contacted, we received 155 completed surveys. In attendance at the focus groups, three carers attended the first session on 4 June 2019 and one carer attend the second session on 11 June 2019.</p> <p>The outcome from the survey questions were as follows:</p>

## Brokerage Framework



- 86% respondents felt their provider gave them the correct level of support.
- 76% respondents agreed that the council should safeguard in relation to the services they receive.
- 79% agreed with the proposal to introduce a framework for Brokerage Providers
- Further analysis found a strong correlation between those who agreed that the Council should safeguard clients and the introduction of a framework
- An equally strong correlation was found between the age of the respondent and agreement of the introduction of a brokerage framework

The outcome from the focus groups were as follows, attendees thought:

- There was lack of communication between the broker and service user.
- Regular statements should be issued to the service user on a monthly basis to ensure that they are aware of their balance.
- A fact sheet for families regarding brokers should be implemented by the council to explain what they should expect from a broker.
- Brokers should communicate with the council when a carer requires a break.
- The fee to a broker should be based on the work they do, i.e. processing invoices / payroll.
- A fact sheet should be provided to service users re: all brokers and what they offer.

As part of the consultation process two Q&A sessions took place for the providers, on 7 June 2019 and 10 June 2019. A market engagement event also took place on 19 June 2019 and 14 February 2020, to ensure a wider audience was captured. This was advertised via the council's procurement team on The Chest. This was an opportunity to explain the proposals of introducing a framework and provide updates. It was also an opportunity to obtain brokers' feedback directly on the proposals. During this meeting, information regarding the consultation period and cabinet process was also provided to brokers.

Brokers were informed of the results from the focus groups in relation to the service users. Feedback from the providers was as follows:

- Providers were happy and open to the idea of working with a framework
- Biggest Issue – Brokers having to collect client contribution
- If Brokers are invoice only – there are no contact details
- Families being able to “add on” different care needs and hours if they have money still in the personal budget, that this is currently not possible and would need to be assessed by a social worker beforehand

- Following the last consultation – providers felt they were not treated very well
- Lack of training for PA's
- Brokers requested that within the Framework clarity was provided on the different services and what the Local Authority expects. This will support both the individual and the broker in delivery what the individual needs. This will also support brokers with the differing terminology across different Local Authorities. This will also support the social workers.
- Another suggestion was to use quality questions as a Quality Assurance function. These could be completed every 6 or 12 months so that everybody is clear about what is or isn't happening.

### What don't you know?

We do not know how many people who currently utilise a broker to support the management of their direct payment will be classed as complex and non-complex and how many will require ongoing brokerage support.

Although a previous consultation process has been completed, there was a low response rate of 15% in regard to the survey's sent to those in receipt of services. Therefore, the impact on service users can only be determined from the limited responses received and is not fully known.

As we do not know the number of people who will require brokerage support moving forward we do not know the impact that this will have on providers and the sustainability of this market.

### Further Data Collection

## Summary (to be completed following analysis of the evidence above)

1e	Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?				
		None	Positive	Negative	Not sure
	Disabled people	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (includes impacts due to pregnancy / maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People of particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in a Marriage or Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths or beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>				
	Vulnerable Service Users	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Stage 3: What do we think the potential impact might be?

3a	<b>Who have you consulted with?</b>												
	Public consultation was held between 9 November 2020 and 1 February 2021.												
3b	<b>How did you consult? (include meeting dates, activity undertaken &amp; groups consulted)</b>												
	Consultation was open online to the general public and an engagement event was held on 28 January with GMDPP. Responses to the proposals were also provided by Age UK and Oldham's Carer's Partnership board.												
3c	<b>What do you know?</b>												
	<p>We know that the overall response to the consultation in terms of changes to brokerage provision was positive with the breakdown of results as follows</p> <table border="1"> <thead> <tr> <th>Response</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Strongly Agree</td> <td>17%</td> </tr> <tr> <td>Agree</td> <td>28%</td> </tr> <tr> <td>Neither agree not disagree</td> <td>24%</td> </tr> <tr> <td>Disagree</td> <td>12%</td> </tr> <tr> <td>Strongly disagree</td> <td>17%</td> </tr> </tbody> </table> <p>We know the number of people currently in receipt of brokerage services and the providers who currently offer a brokerage service.</p>		Response	Percentage	Strongly Agree	17%	Agree	28%	Neither agree not disagree	24%	Disagree	12%	Strongly disagree
Response	Percentage												
Strongly Agree	17%												
Agree	28%												
Neither agree not disagree	24%												
Disagree	12%												
Strongly disagree	17%												
3d	<b>What don't you know?</b>												
	<p>We don't know how many of those who responded to the consultation currently utilise the brokerage service to manage a direct payment. We do not know the reasons why people disagreed with the proposal.</p> <p>We don't know what impact the proposed changes will have on the provider market and the sustainability of this.</p> <p>It is not known at this time how many people will require brokerage support moving forward and which providers will be able to provide this support following completion of the tender exercise.</p>												
3e	<b>What might the potential impact on individuals or groups be?</b>												
	Generic (impact across all groups)												
	Disabled people	As those in receipt of a DP will have eligible needs this proposal will have a direct impact on this group. The way in which a person's DP is managed may change but support offered will be consistent and will be managed through a framework approach.											

	Particular ethnic groups	No impact
	Men or women ( <i>include impacts due to pregnancy / maternity</i> )	Whilst our approach does not positively or negatively impact either of these groups disproportionately it should be noted that in general, across health and social care, there are significantly higher levels of women receiving care and support than men. This is linked to demographics reflecting that generally women live longer than men and in turn need a high level of social care support. In turn this may mean that a greater number of women are affected.
	People of particular sexual orientation/s	No impact
	People in a Marriage or Civic Partnership	No impact
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	No impact
	People on low incomes	The framework for brokers will include the payment of client contributions which those on a low income may find more difficult to manage, through the provision of regular statements and account information this should be easier to monitor and manage.
	People in particular age groups	Further analysis is required to fully understand the impact on specific age groups.
	Groups with particular faiths and beliefs	No impact
	Other excluded individuals ( <i>e.g. vulnerable residents, individuals at risk of loneliness, carers or service and ex-serving members of the armed forces</i> )	Vulnerable residents may be negatively impacted if brokerage support is not available to them.

## Stage 4: Reducing / Mitigating the Impact

4a	<b>What can be done to reduce or mitigate the impact of the areas you have identified?</b>	
	<b>Impact 1</b>	<b>Proposal</b>
	Change in the way a person's DP is managed.	Any changes will be fully planned and communicated to those involved
	<b>Impact 2</b>	<b>Proposal</b>
	Collection of a person's contribution towards the cost of their services.	Further support will be available through the brokerage framework making it easier for people

		on low incomes to manage their direct payment account.
	<b>Impact 3</b>	<b>Proposal</b>
	Brokerage support may not be available to vulnerable residents	Brokerage support will still be available and decisions to provide this will be made on a case by case basis, ensuring that support continues to be provided where required.

<b>4b</b>	<b>Have you done, or will you do anything differently, as a result of the EIA?</b>
	As a result of completing the EIA further work will be undertaken to fully understand the breakdown of brokerage services currently in place to ensure that the impact of any changes to support are fully assessed. This will allow a phased approach to the review of brokerage services to be undertaken focussing initially on more straightforward packages of care and allowing time for more complex cases to be fully reviewed.
<b>4c</b>	<b>How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?</b>
	Data on the provision of brokerage services will be maintained throughout the programme ensuring that full records are kept of the cases where alternative arrangements are put in place for the management of a person's direct payment and cases where brokerage support is to be continued. Decisions made on individual cases will be recorded on Mosaic.

**Conclusion**

*This section should record the overall impact, who will be impacted upon, and the steps being taken to reduce / mitigate the impact*

Completion of the EIA has identified that there is potential impact on disabled and vulnerable people in that the provision of support to manage their direct payment may change. Any negative impact is likely to be minimal and over all the programme should have a positive impact on the provision of brokerage services.

The implementation of a phased and planned programme of review will ensure that support will continue to be provided where required and that people are kept informed of any planned changes. Decisions will be made on a case by case basis ensuring that those requiring continuing brokerage support to manage their direct payment will receive it.

The impact of the programme will be fully monitored, and records will be maintained throughout.

## Stage 5: Signature

Role	Name	Date
Lead Officer	Karen Maders	12/02/2021
Approver Signatures	Kirsty Littlewood	15/02/2021
	Jonathan Downs	15/02/2021

EIA Review Date:	TBC
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<b>Reference :</b>	<b>CSA-BR1-429</b>
<b>Responsible Officer :</b>	<b>Mark Warren</b>
<b>Cabinet Member :</b>	<b>Cllr Z Chauhan</b>
<b>Support Officer :</b>	<b>Helen Ramsden</b>

## BR1 - Section A

<b>Service Area :</b>	<b>Adult Social Care Support</b>
<b>Budget Reduction Title :</b>	<b>KeyRing</b>

<b>Budget Reduction Proposal - Detail and Objectives :</b>
<p>The proposal is to reduce an existing commissioned service which is an essential part of our prevention agenda. These reductions are likely to impact on other parts of the council e.g. housing. The proposal is to remove spend from an element of the commissioned budget for the KeyRing service - by reducing the number of spaces for non-Care Act eligible individuals within the service. The proposed reduction is £70k: £50k in 2021/22 and £20k in 2022/23. This would be an ongoing reduction. To clarify, the budget in 2023/24 would be £70k less, a total of £177k pa. The service provided by Keyring in Oldham is funded via two elements:</p> <ul style="list-style-type: none"> <li>• a fixed, block funded element of £247,000 p.a. is paid from the commissioning budget to ensure that 130 spaces are available, and funds the time-limited Intensive Service consisting of 38 places, plus 36 of the 92 Network spaces.</li> <li>• a second element paid via Individual Budget's (community care budget) - therefore not a guaranteed/set amount of income for Keyring - funds the remaining 56 Network spaces. This element is not 'capped' so KeyRing can provide more spaces if additional staff time can be deployed.</li> </ul> <p>The total cost of the service in 2019/20 was £473,250. A saving of £70k represents circa 28% reduction from the commissioned budget of £247k.</p> <p>This proposal has dependencies with other Adult Social Care savings proposals: 'Person centred care and strength-based trajectories for reducing demand' and 'Direct Payments', as KeyRing also supports approximately 40 individuals with 1:1 support (separate provision from the commissioned service in question) and these proposals could also impact on the organisations service delivery in Oldham. In 2019/20 this direct payment provision cost £290,968.</p>

<b>2020/21 Service Budget and Establishment</b>	<b>£000</b>
Employees	0
Other Operational Expenses	247
Income	(0)
<b>Total</b>	<b>247</b>

<b>Current Forecast (under) / overspend</b>	<b>0</b>
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<b>Number of posts (Full time equivalent)</b>	<b>0.00</b>
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	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>Proposed Budget Reduction (£000)</b>	<b>(50)</b>	<b>(20)</b>	<b>0</b>
<b>Proposed Staffing Reductions (FTE)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	<b>Ongoing</b>
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
None identified.
<b>Service Delivery</b>
There would be a reduction in the number of (non-Care Act eligible) people who can be supported by the service, but the extent is difficult to estimate until consultation with the service provider (KeyRing) has taken place.
<b>Future expected outcomes</b>
Reduction in ASC commissioning budget.
<b>Organisation</b>
See Detail and Objectives.
<b>Workforce</b>
There is likely to be a significant impact on the KeyRing workforce – with potential redundancies of (mainly) Oldham residents. The impact is difficult to estimate until consultation with KeyRing has taken place.
<b>Communities and Service Users</b>
Service users, and potentially communities, will be impacted by the proposed changes and a full EIA will be completed to fully understand and consider the potential impact. The total number of people receiving support in 2019/20 was 236, living across Oldham. 66% of these were women, and 87% had a disability.
<b>Oldham Cares</b>
The total number of people who received support in 2019/20 was 236, living in every cluster across Oldham.
<b>Other Partner Organisations</b>
Housing Providers: Keyring service users live across Oldham in a range of tenures.

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	Yes
<b>Residents</b>	Yes
<b>Local business community</b>	No
<b>Schools</b>	No
<b>Trade Unions</b>	Yes
<b>External Partners (if yes please specify below)</b>	Yes
Housing providers and Health provision.	
<b>Other Council Departments (if yes please specify below)</b>	Yes
See additional information.	
<b>Other (if yes please specify below)</b>	No
N/a	

## Benefits to the organisation/staff/customers including performance improvements

Savings to the ASC Commissioned budget.  
Clarity on the service being focused on individuals with Care Act eligible needs.

## Section C

### Key Risks and Mitigations:

Risk	Mitigation
Having the required resources in place to deliver the decommissioning/reduction of the non - care act eligible element of the service.	Time and resource to enable the change in commissioned service, savings are prioritised within the ASC Commissioning team workplan.
That the impact of removing the support from service users results in crises for the individuals and to costs elsewhere in the system.	Understanding of the needs of people currently receiving support with keyring, via the EIA process. To then focus social work resource where it is required as a priority.
N/a	N/a

### Key Development and Delivery Milestones:

Milestone	Timeline
Decommission the non-care act eligible element of the service, consultation with stakeholders including; Provider/its staff; Service users; Referral agencies; Housing providers.	September 2021 following consideration of contractual timeframes.
To understand/ consider, provider redundancy implications; the impact of removing funding for the provider (i.e. financial sustainability for their service /related service provision); the impact of removing the support on individuals and on wider partners.	September 2021 following consideration of contractual timeframes.
N/a	N/a
N/a	N/a

## Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	09-Nov-2020	01-Feb-2021
Service User	23-Nov-2020	01-Feb-2021
Other	not applicable	not applicable

### Equality Impact Screening

Is there the potential for the proposed budget reduction to have a disproportionate adverse impact on any of the following?

Disabled people	Yes
Particular Ethnic Groups	No
Men or women (including impacts due to pregnancy/maternity)	Yes
People who are married or in a civil partnership	No
People of particular sexual orientation	No
People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	No
People on low incomes	Yes
People in particular age groups	No
Groups with particular faiths and beliefs	No

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	Yes
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## Section E

Finance Comments
This proposal will achieve savings of £70k, £50k in 21/22 and £20k in 22/23. This will be achieved through a contract reduction and a reduction in service.

Signed RO	04-Dec-2020
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Signed Finance	07-Jan-2021
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Cabinet Member Signature		
Name and Date	Cllr Z Chauhan	18-Jan-2021

## Additional Information (if required)

Details and Objectives (continued):

### The Organisation

KeyRing is a registered charity and has been operating nationally since 1990 and in Oldham since 2001. KeyRing pays the Living Wage and circa 90% of staff and volunteers live in Oldham.

### The service

KeyRing provides support to vulnerable adults in Oldham with a range of support needs, including people eligible for care and support under the Care Act, and to people who are not eligible under the Care Act, who would be at risk of crises / homelessness without the support.

Analysis of Keyring Members (service users) as at 06.08.20, shows that the service was supporting 140 people, of whom:

- 94 were Care Act eligible
- 46 were not Care Act eligible

The support enables people to live independently in their community: it is delivered flexibly and can be stepped up/down dependent on a person's needs. The service delivery model is based on fostering peer support within place-based 'Networks' and by taking a strength-based approach to support planning. The aim is to help people to achieve and maintain independent living through the development of skills and community links, and through assisting people to access universal services such as healthcare, education and employment.

The contract is for support to a minimum of 130 people across Oldham via 12 'Living Support Networks'. Some people cease to need support in any given year, therefore the total number of people who received support in 2019/20 was 236. Despite this, demand exceeds supply, and there is usually a waiting list for the service (44 people at 30/09/20, 8 assessed and 36 awaiting assessment).

Key features of the service model:

- Independent tenancies in the community: in a KeyRing Network, Members live within walking distance of each other and are encouraged to offer mutual support e.g. via 'skill swapping'. Living in independent tenancies means they don't need to move out of their home when they cease to need KeyRings support.
- Community focus: the organisational ethos is that KeyRing is not just 'in' the community but is part of it: there is therefore a strong focus on active community connections and on locally recruited support staff.
- Mutual and flexible support: there are usually a dozen people in each Network, who receive support from a Community Living Volunteer (CLV). The CLV also lives within the Network area, sometimes in housing bought by/provided by KeyRing, to offer flexible, (including out of hours) support. They also facilitate peer support and help Network Members to build links within the community: their availability and local connections helps in identifying issues early and prevent problems from escalating.
- Additional staff provide intensive casework support and manage additional volunteers.

There are 2 'tiers' in the commissioned service:

- Intensive: short term (up to 12 months): 38 spaces
- Networks: flexible service, longer term: 92 spaces

### Outcomes

The service has been very successful in achieving expected outcomes. In 2019/20:

- 99% of service users maintained their tenancies, and 27 'homelessness preventions' were achieved
- 11 people were supported to move out of social care eligibility

### Additional Information (if required)

Stakeholders - other Council departments:

- Strategic Housing: the proposal is to reduce/remove provision for non-Care Act eligible people: this provision helps to prevent homelessness, and some service users are likely to be unable to maintain their tenancies and be owed a duty by the council under the Homelessness Reduction Act.
- Children's services, who refer to KeyRing where the adult(s) is struggling.
- MASH (Multi-agency Safeguarding Hub), who refer to KeyRing.



	<b>Reference:</b> CSA-BR1-429
<b>Responsible Officer</b>	Helen Ramsden
<b>Cabinet Member:</b>	Cllr Chauhan
<b>Support Officer</b>	Claire Hooley

## Equality Impact Assessment Tool

<b>Service Area:</b>	Integrated Commissioning
<b>Budget Reduction Title:</b>	KeyRing

### Stage 1: Initial Assessment

<b>1a</b>	<b>Which service does this project, policy or proposal relate to?</b>
	<p>The proposal is to reduce an existing commissioned service which is an essential part of our prevention agenda. The proposal is to remove spend from an element of the commissioned budget for the KeyRing service - by reducing the number of spaces for non-Care Act eligible individuals within the service.</p> <p>The proposed reduction is £70k: £50k in 2021/22 and £20k in 2022/23. This would be an ongoing reduction. This EIA describes:</p> <ul style="list-style-type: none"> <li>• the service</li> <li>• the likely impact of progressing the savings option</li> </ul> <p><b>The Service model</b> KeyRing is a registered charity and has been operating nationally since 1990 and in Oldham since 2001. KeyRing provides support to vulnerable adults with a range of support needs, including people eligible for care and support under the Care Act, and to people who would be at risk of crises/homelessness without their support. The support enables people to live independently in their community.</p> <p>The contract is for support to a minimum of 130 people across Oldham via 12 'Living Support Networks'. Some people cease to need support in any given year, therefore the total number of people who received support in 2019/20 was 236. Despite this, demand exceeds supply, and there is usually a waiting list for the service; 44 people at 30/09/20, 8 assessed and 36 awaiting assessment.</p> <p>The contract is funded via two elements:</p> <ul style="list-style-type: none"> <li>○ a fixed, block funded element of £247,000 p.a. which guarantees that 130 spaces will always be available, and funds the time-limited Intensive Service consisting of 38 places, plus 36 of the 92 Network spaces.</li> <li>○ a second element paid via Individual Budget's - therefore not a guaranteed/set amount of income for Keyring - funds the remaining 56 Network spaces and costs £163,072 p.a. (community care budget) if all spaces are full. However, this element is not capped so KeyRing can provide more spaces if additional staff time can be deployed.</li> </ul> <p>Nationally, KeyRing developed a unique service delivery model to support vulnerable individuals to access and to sustain independent tenancies in the community, based on fostering peer support within community-based 'Networks' and taking a strength-based approach to support planning. KeyRing were an early adopter of this asset-based approach. Locally, the service was collaboratively re-designed in March 2013 to provide a 2-tier model of support, by introducing a time-limited 'intensive support' element alongside the longer-term offer. This enables the service to work across a spectrum of support needs and people can 'step-down' support levels.</p>

	<p><b>The unique features of this service model are:</b></p> <ul style="list-style-type: none"> <li>• Independent tenancies in the community: in a KeyRing Network, Members live within walking distance of each other and are encouraged to offer mutual support e.g. via ‘skill swapping’. Living in independent tenancies means they don’t need to move out of their home when they cease to need KeyRings support</li> <li>• Community focus: the organisational ethos is that KeyRing is not just ‘in’ the community but is part of it: there is therefore a strong focus on active community connections and on locally recruited support staff</li> <li>• Mutual and flexible support: there are usually a dozen people in each Network, who receive support from a Community Living Volunteer (CLV). The CLV also lives within the Network area, sometimes in housing bought by/provided by KeyRing, to offer flexible, (including out of hours) support. They also facilitate peer support, and help Network Members to build links within the community: their available and local connections helps in identifying issues early and prevent problems from escalating</li> <li>• Additional staff provide intensive casework support and manage additional volunteers</li> <li>• A tiered model of support was developed in 2012/13 to meet Oldham’s specific needs: this enabled KeyRing to work across the spectrum of need, from prevention to crisis intervention, to help people to access and retain tenancies in their communities.</li> </ul> <p><b>Dependencies:</b> there are other impacts, eg other service provision that would be impacted by ceasing / reducing KeyRing provision. These are described in section 2.</p>
<p><b>1b</b></p>	<p><b>What is the project, policy or proposal?</b></p> <p>To reduce an existing commissioned service which is an essential part of our prevention agenda. The proposal is to remove spend from an element of the commissioned budget for the KeyRing service - by reducing the number of spaces for non-Care Act eligible individuals within the service. The proposed reduction is £70k: £50k in 2021/22 and £20k in 2022/23. This would be an ongoing reduction.</p> <p>Keyring have been consulted about the savings proposals in order to inform the potential impact on the service, the organisation and the borough. Further ‘across the board’ reductions were not deemed a viable option in terms of safe/effective service delivery and provider sustainability, given:</p> <ul style="list-style-type: none"> <li>o previous reductions to the contract have already been made</li> <li>o no inflation has been awarded since 2013: this represents a further 18.07% reduction based on Governments average inflation figure for the past 6 years.</li> <li>o the service is already efficient/lean – nationally its corporate (operational) overheads are 14% (and are 10% in Oldham).</li> </ul> <p><b>Proposed actions to achieve the reduction are outlined below:</b></p> <p><b>A/ Reduction in number of people accessing preventative support</b>  To make £50,000 savings in 2021/22 and £20,000 savings in 2022/23, KeyRing would need to reduce the block places by 24 over two years, from 74 to 50:</p> <ul style="list-style-type: none"> <li>• In 2021/22 – 17 less places</li> <li>• In 2022/23 – 24 less places</li> </ul> <p>As KeyRing have a high rate of move on / throughput, the number of people affected / not able to access support would be higher than 24. Based on 2019/20 figures over the 2 years:</p> <ul style="list-style-type: none"> <li>• there would be 97 less people able to access KeyRing support.</li> </ul> <p><b>B/ Closure of a Community Living Network (Place Based Support)</b>  To accommodate the reduction of 24 places, KeyRing could need to close 1 Community Living Network. This would also impact on one Community Living Volunteer, and as KeyRing provide their accommodation as part of their role, that particular housing provision would no longer be available to the volunteer.  The impacts of this are explored in more detail in sections below.</p>
<p><b>1c</b></p>	<p><b>What are the main aims of the project, policy or proposal?</b></p> <p>To achieve savings to the ASC Commissioned budget by removing spend from an element of the commissioned budget for the KeyRing service - by reducing the number of spaces for non-Care Act eligible individuals within the service.</p>

<b>1d</b>	<b>Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how?</b>				
	<p>vulnerable people within Oldham would be affected. Likely detrimental effects are that:</p> <ul style="list-style-type: none"> <li>Some of the 130+ vulnerable people (the service supported 236 people in 2019/20) would lose the support they need to access and maintain independent accommodation. This is estimated to be 97 fewer people able to access KeyRing support.</li> <li>There could be an increase in numbers of safeguarding cases in the community, e.g. hate crime, financial abuse etc. as KeyRing intervenes early in these instances and liaises closely with the Council and other services to ensure that people are kept as safe as possible</li> <li>Unmet need is likely to put additional demand pressures on other services such as ROH, Mental Health services etc. Service users who are on the edge of eligibility for care and support under the Care Act may become eligible: some others are likely to be unable to maintain their tenancies and be owed a duty of accommodation under the Homelessness Reduction Act, putting additional resource pressures on the council's statutory services.</li> </ul>				
<b>1e</b>	<b>Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	Disabled people	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (includes impacts due to pregnancy / maternity)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	People of particular sexual orientation/s	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	People in a Marriage or Civil Partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	People on low incomes	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths or beliefs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>				
People with mental health problems	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
People with a learning disability or physical disability/health problems	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

<b>1f</b>	<b>What do you think the overall NEGATIVE impact on groups and communities will be?</b>	<b>None / Minimal</b>	<b>Significant</b>
		<input type="checkbox"/>	<input checked="" type="checkbox"/>

<b>1g</b>	<b>Using the screening and information in questions 1e and 1f, should a full assessment be carried out on the project, policy or proposal?</b>	<b>Yes</b> <input checked="" type="checkbox"/>
		<b>No</b> <input type="checkbox"/>

<b>1h</b>	<b>How have you come to this decision?</b>	
	<p>The proposal would result in removal/reduction of provision for non-care act eligible people. If the council is unable to identify/fund other support in order to mitigate the impact, there would be significant negative effects on the groups identified.</p> <p>In addition, it is likely that some of Keyrings staff will be at risk of redundancy given that some places would be lost from the block funded provision (by 24 places over two years, from 74 to</p>	

50). It is estimated that circa 80 staffing hours per week could be lost (includes direct support hours and a small amount of management hours). This equates to 2 FTE, however, as several staff are on part time contracts, this could equate to 3-4 redundancies depending on the mix of actions taken by the Provider to manage the proposed reduction.

## Stage 2: What do you know?

### What do you know already?

#### The Service

- Promotes independence and saves money for the LA: e.g. 11 people were supported to move out of social care eligibility in 2019/20
- Prevents escalation into statutory services: 100% of service users maintained their tenancies – including 27 people at significant risk of homelessness - in 2019/20
- Is strengths-based and outcome-focused: supporting the borough's corporate approach by its ethos of social inclusion and peer support amongst service users (referred to as Members by KeyRing)
- Reduces the likelihood of crisis: when incidents (e.g. of suspected abuse) occur, Keyring supports people to report these and liaises with the Council and other agencies which can prevent or lessen the need for Adult Social Care involvement.

The service is asset-based and outcome-focused: this is evidenced by the submission of outcomes data as part of contract monitoring. The service uses the Outcomes Star to record and evidence outcomes for its members. The support has a positive impact on people's lives by helping them to address a variety of issues affecting their lives, to live with increased safety and independence, and to contribute positively to the wider community.

Feedback from care managers/other stakeholder agencies is very positive. Key stakeholders (eg social workers, health workers) were surveyed in 2018 and felt that Keyring's interventions with their clients had reduced the demands on their time and prevented the escalation of issues which may have led to using higher cost services. Stakeholders said their client's non-involvement with Keyring would affect their circumstances negatively in the following domains, by importance/impact: Housing, Independence/social isolation, Finances, Mental Health, Risk issues, Physical Health, Training and Employment. Stakeholder comments included: 'further risk of safeguarding concerns, financial abuse, drug use and homelessness and would have needed additional services in place and more input from social workers. 'With Keyring has improved quality of life and without them would have presented more often at A&E'.

Feedback from members (service users) is also very positive and satisfaction is usually in the high 90%.

The service has a positive impact on people who are at risk of social exclusion; particularly those with issues relating to disability, mental health, older people (over 50) and people on low incomes.

#### DATA re demographic/support needs 2019/20:

Information is completed for all new service users to give a picture of key characteristics of those supported. (Data is submitted by the service provider and a margin of error is likely).

#### Admissions

There were 80 admissions to the service in 2019/20

- The gender split was 66/34% female/male.
- 8% were under 25 and 30% were over 50.
- 91% were white British.
- 87% had a disability.

#### Support Needs

Data giving a 'primary client group' – i.e. main support need - of new service users shows that there are three main support needs:

- 65% have mental health problems
- 27% have a learning disability
- 4% have support needs linked to physical ill health or physical disabilities

#### Other dependencies:

#### The Ancora project:

- the links KeyRing have developed locally enabled them to lead a successful multi-agency bid to the Big Lottery Fund to provide the Ancora Project - to support people in crises from falling into further hardship. This brings £470k (plus £50k matched funding from KeyRing) into the borough over five years (01/08/16 - 31/07/21) and complements the commissioned KeyRing service offer so that more expensive interventions are delayed/prevented.
- Ancora supported 1647 individuals over the last 3 years, supporting people in crisis to deal with issues around benefits (mostly Universal Credit), debt issues, food & fuel poverty, homelessness, poor mental health, etc.

**Social Value & community benefit:**

KeyRing supports its staff, volunteers and service users by its ethical employment practices and supports the borough's corporate approach / the wider community, for example,

- Staff: 89% of staff and volunteers live in Oldham
- pays the Foundation Living Wage
- supports its Members to access training, volunteering and employment opportunities.
- encourages service users to provide feedback of their lived experience, for example, inputting into the Learning Disability Plan, GM's Big Alcohol Conversation, Healthwatch consultations with Members who have a Learning Disability around better health support
- facilitates 3 KeyRing community hubs within the Networks which are open to the wider community

**What don't you know?**

Data collated by the service does not currently include information on gender reassignment. Information on religion is not as reliable as the other indicators, as there are more instances where data is incomplete /unknown /refused. The data for the above period showed 31% were Christian, 64% said 'none' or 'not known' and 5% were Muslim.

**Further Data Collection**

N/A: see above

**Summary (to be completed following analysis of the evidence above)**

1e	Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?		None	Positive	Negative	Not sure
	Disabled people		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (includes impacts due to pregnancy / maternity)		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	People of particular sexual orientation/s		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	People in a Marriage or Civil Partnership		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	People on low incomes		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths or beliefs		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>					
	People with mental health problems		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

	People with a learning disability	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	People with physical health problems	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	Homeless people	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

## Stage 3: What do we think the potential impact might be?

<b>3a</b>	<b>Who have you consulted with?</b>	
	Consultation by council officers with KeyRing Members (service users) about proposed savings has not taken place due to timescales. Consultation with current service users about the proposals will be conducted by the provider.	
<b>3b</b>	<b>How did you consult? (include meeting dates, activity undertaken &amp; groups consulted)</b>	
	<p>Consultation by council officers with service users about potential savings has not taken place due to timescales. This will be undertaken by the provider.</p> <p>Feedback from stakeholders (eg strategic housing) and service users about the quality and effectiveness of the service has previously been provided and was very positive.</p>	
<b>3c</b>	<b>What do you know?</b>	
	The impact of losing this element of the service would be considerable. The support needs of those impacted if the service was reduced/no longer provided would have to be fully considered and planned for. This is likely to have a significant impact on Council and other services, both for current service users and with regards to the effects of unmet need in future years.	
<b>3d</b>	<b>What don't you know?</b>	
	As reflected at Stage 2, and what the medium/long term outcomes will be on individuals/their communities if funding reduces and provision is lost. Also, how landlords will react to the reduction/removal of funding which supports independence of some of their tenants.	
<b>3e</b>	<b>What might the potential impact on individuals or groups be?</b>	
	Generic (impact across all groups)	The impact across all groups using the service would be considerable as currently there seems to be no other service to meet their needs
	Disabled people	<p>Given the high percentage of people with a disability who enter the service (87%) the effects of reducing / withdrawing the service would have a disproportionate effect on disabled people, as</p> <ul style="list-style-type: none"> <li>• 27%. had a learning disability</li> <li>• 4% had a physical disability</li> </ul> <p>(plus 65% had a mental health / hidden disability)</p>
	Particular ethnic groups	
	Men or women ( <i>include impacts due to pregnancy / maternity</i> )	Given the high percentage of women who enter the service the effects of reducing/withdrawing the service would have a disproportionate effect on women.
	People of particular sexual orientation/s	
	People in a Marriage or Civic Partnership	
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	
	People on low incomes	As most people accessing the service are on low incomes the reduction/withdrawal of the service would

		have a disproportionate effect on people on low incomes.
	People in particular age groups	As 30% of people who access the service are over 50, the effects of reducing/withdrawing the service would have a disproportionate effect on older people.
	Groups with particular faiths and beliefs	
	People with mental health problems	Given the very high percentage of people with mental health problems (65%) who access the service, the effects of reducing/withdrawing the service would have a disproportionate effect on people with mental health problems.

## Stage 4: Reducing / Mitigating the Impact

<b>4a</b>	<b>What can be done to reduce or mitigate the impact of the areas you have identified?</b>	
	<b>Impact 1</b>	<b>Proposal</b>
	Vulnerable service users with disabilities will experience a loss of support	If the service is reduced/ceases, other council (and partner) services would need to be sufficiently prepared / resourced to deal with additional demand. Older people, people on low incomes, people with a learning or physical disability or a mental health problem could present in crisis to statutory agencies, including Adult Social Care and the councils Housing Options service.
	<b>Impact 2</b>	<b>Proposal</b>
	Vulnerable service users with mental health problems will experience a loss of support	As above
	<b>Impact 3</b>	<b>Proposal</b>
	Vulnerable service users on low income will experience a loss of support	As above
	<b>Impact 4</b>	<b>Proposal</b>
	Older vulnerable service users will experience a loss of support including those at risk of homelessness	As above
<b>Impact 5</b>	<b>Proposal</b>	
People with support needs linked to physical health will experience a loss of support	As above	

<b>4b</b>	<b>Have you done, or will you do anything differently, as a result of the EIA?</b>	
	The EIA highlights the potential adverse impacts from applying further savings to the provision.	
<b>4c</b>	<b>How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?</b>	
	If the service ceases/reduces, council officers would need to monitor the impact of the decision including the potential negative consequences for individuals, and in some cases for the wider community, as a result of unmet support needs.	

**Conclusion**

*This section should record the overall impact, who will be impacted upon, and the steps being taken to reduce / mitigate the impact*

If the service ceases/reduces, Council and partner services would need to be sufficiently prepared / resourced to deal with the likely additional demand from people who could present in crisis to statutory agencies, including Adult Social Care, health and the councils Housing Options Service.

The impact is particularly on women, older people, people on low incomes, people with a learning disability or mental health problem and people with support needs linked to drug/alcohol misuse.

## Stage 5: Signature

Role	Name	Date
Lead Officer	Lynda Megram	November 2020
Approver Signatures	Helen Ramsden	November 2020

EIA Review Date:	TBC
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Responsible Officer :	Mark Warren
Cabinet Member :	Cllr Z Chauhan
Support Officer :	Jayne Ratcliffe

## BR1 - Section A

Service Area :	Adult Social Care Support
Budget Reduction Title :	Achieving Better Outcomes: Supported Living & Learning Disabilities

### Budget Reduction Proposal - Detail and Objectives :

Oldham's Learning Disability & Autism Strategies hold positive outcomes and an ability for the person to live their best life at the centre of its purpose and intentions. The programme of work that will realise the savings will enable the different service areas across the health and social care system, and the organisations therein, to further improve the outcomes, opportunities and choices for adults with learning disability and/or autism living in Oldham.

The Learning Disability Service are currently trying to effectively manage the current financial pressures in relation to the care costs, both in terms of client numbers and to a greater extent the complexity of care. The Transforming Care Programme continues to present considerable financial challenge and in the absence of adequate patient funding when discharged to the community, will persist to burden the Oldham Cares economy.

The Direct Payment / Supported Living care markets are key areas that require review. Supported Living alone has seen costs triple in the last 5 years whilst client numbers have broadly remained unchanged.

The COVID-19 pandemic has stalled progress on Holly Bank admissions and will therefore defer any potential reductions in high cost care packages until later in the year. Optimistically, applying the admission criteria effectively will reduce expensive out of borough placements and provide better value for money for the Council and a better quality of life for residents. Conversely, this could have an unfavourable impact on budgetary resource if the service is utilised by people with a low to moderate level of care needs or if apartments remain vacant. Finance will carefully monitor the implications as the year unfolds. (Continued in additional information)

### 2020/21 Service Budget and Establishment

	£000
Employees	829
Other Operational Expenses	16,503
Income	(5,182)
<b>Total</b>	<b>12,150</b>

### Current Forecast (under) / overspend

2,410

### Number of posts (Full time equivalent)

20.00

	2021/22	2022/23	2023/24
Proposed Budget Reduction (£000)	(288)	(500)	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

### Is your proposal a "one-off" in 2021/22 or is it ongoing?

Ongoing

## Section B

What impact does the proposal have on the following? :

<b>Property</b>
See additional information.
<b>Service Delivery</b>
See additional information.
<b>Future expected outcomes</b>
See additional information.
<b>Organisation</b>
See additional information.
<b>Workforce</b>
See additional information.
<b>Communities and Service Users</b>
Reliance on redesign of Early Help & Adults Preventative Model to ensure early intervention, reducing longer-term reliance on statutory services. Reliance on an improved approach to co-production and co-design service activity, that directly affects the care/ support to service users, their carers & families.
<b>Oldham Cares</b>
This proposal is in line with the Oldham LD strategy and workstream for COVID-19 recovery. It aligns to the GM LD & Autism Strategy. It contributes to the overall aims of the Locality Plan. It aligns with the ASC Commissioning and Quality work programme.
<b>Other Partner Organisations</b>
Noted above in the organisation section, due to the integrated nature of the commissioning and provision of the service.

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	Yes
<b>Residents</b>	Yes
<b>Local business community</b>	Yes
<b>Schools</b>	Yes
<b>Trade Unions</b>	Yes
<b>External Partners (if yes please specify below)</b>	Yes
See 'impact on organisation' section.	
<b>Other Council Departments (if yes please specify below)</b>	Yes
See 'impact on organisation' section.	
<b>Other (if yes please specify below)</b>	Yes
PCFT/Oldham Council. LD Partnership Board. Autism Way Forward (partnership board).	

## Benefits to the organisation/staff/customers including performance improvements

See additional information.

## Section C

### Key Risks and Mitigations:

Risk	Mitigation
Projected £3.2m overspend and the impact of delivering this on top of the savings identified.	Project Brief and plan produced to direct the approach to delivering staggered improvements to outcomes and savings, over the MTFs period.
Capacity of workforce to engage in the co-design of the service and embed, whilst prioritising and balancing statutory services for vulnerable/complex adults.	See additional information.
There's a reliance on the redesign of the Early Help and Adults Preventative Model to ensure early intervention, reducing longer-term reliance on statutory services. The Adult preventative offer has not yet been defined.	Member of LD & Autism service to join the groups who are leading on the redesign of both services, to ensure redesigned services will be suitable to meet lower level needs of vulnerable adults.

### Key Development and Delivery Milestones:

Milestone	Timeline
Agreed customer data set, understanding current budget and existing/ potential funding options, detailed analysis of past/ current customer base, with option to model future demand based on trend history, detailed current provider market mapping.	30/10/20
Detailed mapping and modelling of current availability / capacity (using approach as defined by proof of concept in CHASC Capacity and Demand Project), Detailed mapping of current workforce, pathways, systems, processes including panels.	15/11/20
Customer defined requirements. Define options for redesigned service. Create findings/ recommendations report, confirm financial position/ benefits re preferred option, amended implementation plan to reflect this option.	31/11/20 15/12/20 (within financial envelope) 30/12/20
Workforce / OD plan Performance/financial management framework Implement preferred option Year 1 & 2 benefits/ savings realisation Project closure, lessons, evaluation & benefits.	15/01/21 31/01/21 TBC 31/03/22, 31/03/23 31/05/23

## Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	09-Nov-2020	01-Feb-2021
Service User	23-Nov-2020	01-Feb-2021
Other	not applicable	not applicable

### Equality Impact Screening

Is there the potential for the proposed budget reduction to have a disproportionate adverse impact on any of the following?

Disabled people	Yes
Particular Ethnic Groups	Yes
Men or women (including impacts due to pregnancy/maternity)	Yes
People who are married or in a civil partnership	Yes
People of particular sexual orientation	Yes
People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	Yes
People on low incomes	Yes
People in particular age groups	Yes
Groups with particular faiths and beliefs	Yes

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	Yes
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## Section E

Finance Comments
In view of a current anticipated overspend it is an ambitious target. It is nonetheless achievable following the key development and delivery milestones, consultation and mitigation of risks outlined in this BR1.

Signed RO	15-Dec-2020
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Signed Finance	06-Jan-2021
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Cabinet Member Signature		
Name and Date	Cllr Z Chauhan	18-Jan-2021

## Additional Information (if required)

Detail / objectives (continued):

The Achieving Better Outcomes project has the following objectives:

To understand the demand requirements for LD services and how this has changed over time  
To understand how the provider market needs to be shaped to meet the existing and forecasted/modelled demand, including timely transitions between adults and children's services  
To identify and understand areas of increased costs not attributed to increase numbers/demand  
Ensure care and support for individuals in the LD & autism service is outcomes-focussed, place-based and uses strengths-based approaches to determine the care and support plan (whilst remaining Care Act compliant)  
Deliver services within the financial envelope for the service(s)  
A suitable provider market to meet the needs of existing and forecasted service users/individuals  
The Workforce has the skills, systems and processes to ensure delivery of an efficient and effective service/s  
That decisions are based on accurate and appropriate performance and financial management information  
By default, a shared development between commissioners, providers and partners in Oldham  
Develop a local strategy, dovetailed with GM LD & Autism Strategies

Property impact:

None anticipated to Council-owned property.  
Supported Living will be reviewed as part of the proposal. Appropriate levels of care / support will be at the outset of all service design and will drive all changes/decisions.  
Possibility that some existing providers could be de-commissioned as a result of this proposal following the supported living accommodation review.  
We anticipate that there may be some complaints from existing service users when we propose changing their existing support plan.

Service delivery impact:

Realignment of the service to ensure service user needs and outcomes are met to improve relationships (e.g. with PCNs/integrated networked neighbourhoods) and interdisciplinary approaches to finding appropriate solutions for complex individuals, outcomes for service users, efficiencies in processes etc.  
Challenge existing cultures and processes for commissioning care and support for individuals, ensuring a strengths-based and person-centred approach.  
There is a need to consider other commissioned services which fall outside the scope of this proposal, but forms part of the overall savings programmes, such as proposals on Keyring and Direct Payments.  
The development of a policy for services provided in borough, as opposed to high cost out of borough placements (linked to market shaping).  
Further understanding is required with regards to learning difficulties as opposed to learning disabilities and how supporting the former can be managed efficiently and effectively, to help manage demand.  
Consider a review of the current Agreements in place with supported living housing providers, to include revising the terms and conditions of voids payments.  
Taking a whole system approach to supporting people with learning disability and autism and Care Act eligible needs.  
Proactive and engaged transition from Children's to Adults services (linked to SEND preparation to adulthood).  
Achieve better outcomes for adults whilst ensuring quality and value for money and delivers Care Act needs (as opposed to wants) of the population.  
Seek opportunities to maximise opportunities for seeking employment for LD service users.  
Deliver service within existing, and in the future, revised financial envelope

## Additional Information (if required)

### Organisational impact:

Community enablement for consideration of rehabilitation at home to understand levels of capabilities (will require input from Therapy Services, CHASC/SRFT).

Early Help – redesign of the service provides opportunities to ensure that it is appropriate for those lower-level requirements which often are referred into LD.

Adults Preventative Model

Children's Services in terms of Transitions (linked to SEND)

Community Business Services who provide business support, Carer, Client Finance and Income and Payments, systems compliance and design – delivered by CHASC across all organisations

Providers/the market – reliant on the market having the capacity and provision to be able to meet the needs of Oldham's population, to reduce the number of out of borough placement and improve those in borough which are not cost effective and/or of the required standard

Commissioning: ASC and CCG

PCFT

Holly Bank, as an existing supported living property, and is Oldham Council owned and MioCare delivered

Primary Care – linked to the role of PCNs and place-based integration clusters/neighbourhoods and geographical alignment

Housing – improving access to flexible housing fund and maximising opportunities to utilise this fund to support delivery and achieve outcomes such as improved accommodation options

Housing strategy - to support bringing more people back in borough and to ensure stock is suitable to meet future demand for our changing population (linked to the above)

Legal framework - for shared risks across organisations on the risk on restrictions of liberty deprivation requirements, predominantly across Oldham Council and MioCare

Involvement and advice from Legal - to support the service to take positive and appropriate risks

Enablers to provide capacity corporately to support – Mosaic Systems Team, BI, Finance, IG, T&R

Development of the integrated CHASC performance dashboard

Get Oldham Working and other employment providers to support on maximising employment opportunities

### Workforce impact:

Dependence on continuing agreement with PCFT to realign to new ways of working, including embedding culture of strengths-based within the teams.

Risk of impact on existing workforce when designing and implementing the required changes, to engage with this change whilst meeting the current demand, which is increasing.

Safeguarding must remain the number one priority

Interdependency with delivery and embedding of strengths-based approaches, being delivered through the Workforce Strategy/transformation programme.

The review of the Supported Living commissioned service is reliant on social workers undertaking the reviews.

### Organisational benefits:

Delivering a balanced budget in LD services, within ASC (current overspend at £3.2m)

Savings realised to contribute to the organisations budget reduction requirements (£788k)

Improved outcomes for individuals

Appropriate referrals into statutory services, by ensuring customer journeys are designed to refer people into universal/low-level intervention, reducing referrals into LD

Care delivered closer to home, by reducing the number of people in out of borough placements

Initial dis-benefit to individuals whose care and support will change, but in the longer term they will be more satisfied overall as the longer-term benefits of the revised plan delivers their needs, based on it being more person-centred

More individuals with LD & Autism in paid employment.

## Additional Information (if required)

### Risk 2 mitigation:

Vacancies in the service are being recruited to, but timelines to do so are restricted within the current process for delaying recruitment to support savings agenda. This is having an impact on the existing workforce who are having to manage those gaps, increasing workloads. Demand is being modelled as part of this project to support a realigned workforce, to deliver the model. Performance management of workforce is actively being managed (e.g. sick leave process). Above are being fed into a service-wide risk assessment – stabilise service

### Risk 4:

There's a reliance on strengths-based approaches, and positive risk taking. Staff have received some training in this area and further consideration is needed on how to embed this into the culture and processes of the service.

### Risk 4 mitigation:

Some training was delivered in early November 2020 and more will take place in 2021, with a priority being given to CHASC workforce.



	<b>Reference:</b>	<b>CSA-BR1-430</b>
<b>Responsible Officer</b>	<b>Jayne Ratcliffe</b>	
<b>Cabinet Member:</b>	<b>Cllr Chauhan</b>	
<b>Support Officer</b>	<b>Sarah E Bell/Debra Ward</b>	

## Equality Impact Assessment Tool

<b>Service Area:</b>	<b>Adult Social Care (CHASC)</b>
<b>Budget Reduction Title:</b>	<b>Achieving Better Outcomes: Supported Housing and Learning Disabilities</b>

### Stage 1: Initial Assessment

<b>1a</b>	<b>Which service does this project, policy or proposal relate to?</b>
	Adults with Learning Disability &/or Autism Service
<b>1b</b>	<b>What is the project, policy or proposal?</b>
	<p>Oldham’s Learning Disability &amp; Autism Strategies hold positive outcomes and an ability for the person to live their Best Life at the centre of its purpose and intentions. The programme of work that will realise the savings will enable the different service areas across the health and social care system, and the organisations therein, to improve the outcomes, opportunities and choices for adults with learning disability and/or autism living in Oldham.</p> <p>Learning Disability is forecasting an overspend of £3m at month 4 20/21 related entirely to increases in care costs, both in terms of client numbers and to a greater extent the complexity of care. The Transforming Care Programme continues to present considerable financial challenge and in the absence of adequate patient funding when discharged to the community, will persist to burden the Oldham Cares economy. The cost to provide care for people already discharged back into Oldham is almost £1m for 2020/21 and could potentially double if the prospective number of patients currently awaiting discharge materialises.</p> <p>The Direct Payment and Supported Living care markets are key areas that require review. Supported Living alone has seen costs triple over the last 5 years where client numbers have broadly remained unchanged. The service is working with finance and other partners to look at ways of optimising the care provision available to ensure needs, quality and value are considered in proportionate measure.</p> <p>The COVID-19 pandemic has stalled progress on Holly Bank admissions and will therefore defer any potential reductions in high cost care packages until later in the year. Optimistically, applying the admission criteria effectively will reduce expensive out of borough placements and provide better value for money for the Council and a better quality of life for residents. Conversely, this could have an unfavourable impact on budgetary resource if the service is utilised by people with a low to moderate level of care needs or if apartments remain vacant. Finance will carefully monitor the implications as the year unfolds.</p> <p>The Achieving Better Outcomes project has the following objectives:</p> <ul style="list-style-type: none"> <li>• To understand the demand requirements for LD services and how this has changed over time (to understand why the costs have risen when the demand appears to be similar)</li> <li>• To understand how the market needs to be shaped to meet the existing and forecasted/modelled demand, including timely transitions</li> <li>• To identify and understand areas of increased costs not attributed to increase numbers/demand</li> <li>• Ensure that care and support for individuals in the LD &amp; autism service is outcomes-focussed, place-based and uses strengths-based approaches to determine the care and support plan (whilst remaining Care Act compliant)</li> </ul>

	<ul style="list-style-type: none"> <li>• Deliver services within the financial envelope for the service(s)</li> <li>• A suitable provider market to meet the needs of existing and forecasted service users/individuals (including review of requirements/outcomes not being met through pausing of day services and restrictions relating to COVID-19 on amending current specification/contract)</li> <li>• The Workforce has the skills, systems and processes to ensure delivery of an efficient and effective service/s</li> <li>• That decisions are based on accurate and appropriate performance and financial management information</li> <li>• Review People too recommendations in light of the scope of the project</li> <li>• A shared development between commissioners, providers and partners in Oldham</li> <li>• Develop a local strategy, dovetailed with GM LD &amp; Autism Strategies</li> <li>• Achieve improved outcomes for people accessing LD &amp; Autism services</li> </ul>																																																		
<b>1c</b>	<p><b>What are the main aims of the project, policy or proposal?</b></p> <ul style="list-style-type: none"> <li>• Taking a holistic and whole system approach to supporting people with learning disability and autism Care Act needs. Therefore, we will be enabling everyone to work more closely together, breaking down organisational barriers, improving pathways, ensuring service users and families are listened to and supported to achieve improved person centred outcomes.</li> <li>• Proactive and engaged transition from Children's to Adults services (linked to SEND preparation to adulthood).</li> <li>• Achieve better outcomes for adults whilst ensuring quality and value for money and delivers Care Act needs (as opposed to wants) of the population.</li> <li>• Seek opportunities to maximise opportunities for seeking employment for LD service users.</li> </ul>																																																		
<b>1d</b>	<p><b>Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how?</b></p> <p><b>Adults with Learning Disabilities &amp; Autism</b></p>																																																		
<b>1e</b>	<p><b>Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?</b></p> <table border="1"> <thead> <tr> <th></th> <th>None</th> <th>Positive</th> <th>Negative</th> <th>Not sure</th> </tr> </thead> <tbody> <tr> <td>Disabled people</td> <td><input type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>Particular ethnic groups</td> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>Men or women (includes impacts due to pregnancy / maternity)</td> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>People of particular sexual orientation/s</td> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>People in a Marriage or Civil Partnership</td> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment</td> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>People on low incomes</td> <td><input type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>People in particular age groups</td> <td><input type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> <tr> <td>Groups with particular faiths or beliefs</td> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </tbody> </table>		None	Positive	Negative	Not sure	Disabled people	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Men or women (includes impacts due to pregnancy / maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	People of particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	People in a Marriage or Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	People on low incomes	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	People in particular age groups	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Groups with particular faiths or beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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	<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>				
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

<b>1f</b>	<b>What do you think the overall NEGATIVE impact on groups and communities will be?</b>	<b>None / Minimal</b>	<b>Significant</b>
		<input checked="" type="checkbox"/>	<input type="checkbox"/>

<b>1g</b>	<b>Using the screening and information in questions 1e and 1f, should a full assessment be carried out on the project, policy or proposal?</b>	<b>Yes</b> <input type="checkbox"/>
		<b>No</b> <input type="checkbox"/>

<b>1h</b>	<b>How have you come to this decision?</b>

## Stage 2: What do you know?

<b>What do you know already?</b>
<ul style="list-style-type: none"> <li>No of LD service users: Annual LD service users 2019/20 = 976 (64301 LD Team finance code service users 835)</li> <li>No's in receipt of DP's and in supported living DPs: 484, Supported living 129</li> <li>No of out of borough placements: 32 OOB</li> <li>No of people already discharged back to Oldham as part of the Transforming Care Programme = 5</li> <li>Holly Bank: Current tenancies &amp; moved in = 8; Planned admissions in progress = 3. 9 voids: specific programme of work to identify and progress suitable tenants ongoing at present. Position statement for next DMT (aligns with accommodation panel process and wider review of supported living)</li> </ul>
<b>What don't you know?</b>
<ul style="list-style-type: none"> <li>Future No of Transforming Care patients and the financial impact of this- whilst we know there are 7 cases with future discharge plans, the financial impact of these is unknown at this point.</li> <li>How long the pandemic will continue to impact Holly Bank admissions</li> <li>How the provider market will look moving forward</li> <li>The impact on individuals from changes to assessment approach/service provision</li> </ul>
<b>Further Data Collection</b>
Data analysis ongoing within the Achieving Better Outcomes programme of work

## Summary (to be completed following analysis of the evidence above)

<b>1e</b>	<b>Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	Disabled people	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Men or women (includes impacts due to pregnancy / maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People of particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in a Marriage or Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths or beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>				
Carers	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### Stage 3: What do we think the potential impact might be?

<b>3a</b>	<b>Who have you consulted with?</b>
	System partners: Oldham Council, PCFT, CCG, SEND & Children's Social Care Learning Disability & Autism Partnership Boards – this includes service users, carers, OPAL advocacy service and elected members.
<b>3b</b>	<b>How did you consult? (include meeting dates, activity undertaken &amp; groups consulted)</b>
	Learning Disability Partnership Board (LDPB) – 24 <sup>th</sup> Sept 2020, meetings via Teams Autism Way Forward (AWF) Partnership Board – 8 <sup>th</sup> Oct 2020, meeting via Teams Achieving Better Outcomes Programme Board meeting 18 <sup>th</sup> Sept
<b>3c</b>	<b>What do you know?</b>
	Specific dataset being analysed via the project sub-groups, including cross reference of co-dependencies
<b>3d</b>	<b>What don't you know?</b>
	Possible further data resultant from the ongoing analysis  Impact of Covid pandemic and system recovery on the project's delivery in terms of: <ul style="list-style-type: none"> <li>➤ Impact on workforce and capacity to complete within timeframes</li> <li>➤ Impact on provider market</li> <li>➤ Impact on individuals: need, risks, families and carers</li> <li>➤ Impact of wider capacity in related Council services e.g. Legal and Housing*</li> <li>➤ Timeframes for Court processes and legislative framework requirements*</li> </ul> *business as usual/ demand pre-covid impact in addition.

<b>3e</b>	<b>What might the potential impact on individuals or groups be?</b>	
	Generic (impact across all groups)	Improved outcomes, commissioning arrangements that support choice and control whilst being value for money.
	Disabled people	Improved outcomes, commissioning arrangements that support choice and control whilst being value for money- specific focus for adults with learning disabilities/ autism
	Particular ethnic groups	none
	Men or women ( <i>include impacts due to pregnancy / maternity</i> )	Bespoke commissioned services for single sex provisions dependent on specific needs and risks
	People of particular sexual orientation/s	none
	People in a Marriage or Civic Partnership	none
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	none
	People on low incomes	Improved value for money, choice and control/ better use of resources
	People in particular age groups	None
Groups with particular faiths and beliefs	None	
Other excluded individuals ( <i>e.g. vulnerable residents, individuals at risk of loneliness, carers or service and ex-serving members of the armed forces</i> )	Carers- robust planning and support for replacement care services/ life stage planning	

## Stage 4: Reducing / Mitigating the Impact

<b>4a</b>	<b>What can be done to reduce or mitigate the impact of the areas you have identified?</b>	
	<b>Impact 1</b>	<b>Proposal</b>
	Risk of increased complaints	To mitigate the impact, careful communication working in partnership and a co-produced approach to change and culture.  Clear listening culture
	<b>Impact 2</b>	<b>Proposal</b>
	<b>Impact 3</b>	<b>Proposal</b>

4b	<b>Have you done, or will you do anything differently, as a result of the EIA?</b>
	Ensure concerted effort to include individuals in a meaningful way with project groups and activity.
4c	<b>How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?</b>
	Monitored via subgroups reporting to the project board. In turn the Board reports to Community Health And Social Care (CHASC) DMT

<p><b>Conclusion</b>  <i>This section should record the overall impact, who will be impacted upon, and the steps being taken to reduce / mitigate the impact</i></p>
<p><b>In summary, the overall impact of this proposal will be positive in the majority, with mitigation included for any adverse impact.</b></p>

## Stage 5: Signature

Role	Name	Date
Lead Officer	Jayne Radcliffe	16/12/20
Approver Signatures	Jayne Radcliffe	16/12/20

<b>EIA Review Date:</b>	TBC
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<b>Reference :</b>	<b>CSA-BR1-431</b>
<b>Responsible Officer :</b>	<b>Mark Warren</b>
<b>Cabinet Member :</b>	<b>Cllr Z Chauhan</b>
<b>Support Officer :</b>	<b>Jo Charlan</b>

## BR1 - Section A

<b>Service Area :</b>	<b>Adult Social Care Support</b>
<b>Budget Reduction Title :</b>	<b>Wellbeing Service</b>

<b>Budget Reduction Proposal - Detail and Objectives :</b>
<p>To cease the commissioning of day service at Grassroots, for people with learning disabilities &amp; autism. This service is provided by MioCare and forms part of the SLA for which a management fee is paid. The current services are dispersed between two sites, Grassroots, which provides services to 15 individuals and Chadderton Park which provides support to 23 individuals. It is proposed that individuals from Grassroots should attend the other services where there is capacity to support them.</p> <p>The service delivers activities at community locations offering individuals opportunities to move away from a traditional day care and experience working environments by providing opportunities to learn teamwork skills and learn about workplace cultures and behaviours, the service enables individuals to develop interpersonal and independence skills.</p> <p>The current facilities are well-presented and provide various activities to promote engagement. The therapeutic and emotional wellbeing benefits derived from this service are undeniable and can be regarded as a preventative measure to reduce longer term social care costs to the system however currently the service user numbers involved do not equate to a viable financial option with regards to keeping two sites open.</p> <p>For service users (and families) supported, the loss of this support network would have a huge detrimental effect upon those involved. Financially whilst the dis-establishment of the service would seemingly reduce the management fee it would be cost neutral and would also have little if any cost saving advantage to the council as alternative day support options are likely to be required to be sourced in most cases. Indeed, choosing this option could result in an increase cost to the council due to the need to access higher charging private facilities, and this is yet unknown.</p>

<b>2020/21 Service Budget and Establishment</b>	<b>£000</b>
Employees	0
Other Operational Expenses	11,696
Income	(645)
<b>Total</b>	<b>11,051</b>

<b>Current Forecast (under) / overspend</b>	<b>79</b>
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<b>Number of posts (Full time equivalent)</b>	<b>0.00</b>
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	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>Proposed Budget Reduction (£000)</b>	<b>(70)</b>	<b>0</b>	<b>0</b>
<b>Proposed Staffing Reductions (FTE)</b>	<b>3.00</b>	<b>0.00</b>	<b>0.00</b>

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	<b>Ongoing</b>
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
No impact to property (e.g. no loss of rental income). Some impact will be expected in the short term following vacation of the site or prior to handover to a new provider. The space may become overgrown and subject to vandalism. Measures will need to be taken to keep the portacabin secure.
<b>Service Delivery</b>
See additional information.
<b>Future expected outcomes</b>
Potential for service users currently accessing the wellbeing services may require alternative provision therefore social work assessments will be required.
<b>Organisation</b>
Miocare Oldham Council
<b>Workforce</b>
No update provided
<b>Communities and Service Users</b>
See additional information.
<b>Oldham Cares</b>
This proposal contributes to the overall aims of the Locality Plan. It aligns with the ASC Commissioning and Quality work programme.
<b>Other Partner Organisations</b>
Should there be the opportunity to transfer the space for use by a different organisation from the third sector, they should be considered early in the process and supported to do so.

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	Yes
<b>Residents</b>	Yes
<b>Local business community</b>	No
<b>Schools</b>	No
<b>Trade Unions</b>	Yes
<b>External Partners (if yes please specify below)</b>	No
N/a	
<b>Other Council Departments (if yes please specify below)</b>	Yes
Adult Social Care – social work clusters and specialist teams.	
<b>Other (if yes please specify below)</b>	No
N/a	

## Benefits to the organisation/staff/customers including performance improvements

Proposal contributes to reducing Council budget reduction requirement.  
Aligned offer for day services for adults with additional needs.

## Section C

### Key Risks and Mitigations:

Risk	Mitigation
Having the required resources in place to deliver the decommissioning of the wellbeing services.	Develop a clear plan deploying relevant resources, including required social work to undertake assessments.
Impact on client anxiety if changing service.	Undertake a period of transition into the new service, in accordance with the client review and needs.
When assessments have been undertaken, identifying a higher than anticipated number of individuals meeting care act eligibility therefore requiring a package of care and support via ASC services.	Understanding cohort of current residents would indicate this is a moderate risk.

### Key Development and Delivery Milestones:

Milestone	Timeline
Identify a project team to manage the work programme for decommissioning the service, potential to require additional, temporary arrangements given current resources.	April 2021.
Consultation to commence with stakeholders including, provider; service users & families; staff; provider agencies.	April 2021 to May 2021.
Notice to be provided on the current contractual arrangements, to include, an understanding of any provider redundancy implications; an understanding of impact of removing provider funding (financial sustainability for their service).	April 2021 to May 2021.
To consider and assess the potential impact on clients and staff of removing the service to; Social worker reviews; any changes in personal budgets as a result of reviews; impact on staff of increasing or changing client numbers.	September 2021.

## Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	04-Jan-2021	18-Feb-2021
Trade Union	04-Jan-2021	18-Feb-2021
Public	09-Nov-2020	01-Feb-2021
Service User	not applicable	not applicable
Other	not applicable	not applicable

### Equality Impact Screening

Is there the potential for the proposed budget reduction to have a disproportionate adverse impact on any of the following?

Disabled people	Yes
Particular Ethnic Groups	No
Men or women (including impacts due to pregnancy/maternity)	No
People who are married or in a civil partnership	No
People of particular sexual orientation	No
People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	No
People on low incomes	Yes
People in particular age groups	Yes
Groups with particular faiths and beliefs	No

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	Yes
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## Section E

Finance Comments
This proposal will achieve savings of £70k, realised by reducing the management fee paid to MioCare in return for a reduction in service.

Signed RO	04-Dec-2020
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Signed Finance	07-Jan-2021
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Cabinet Member Signature		
Name and Date	Cllr Z Chauhan	18-Jan-2021

## Additional Information (if required)

### Impact on service delivery:

Members will need to consider the implications of leaving the Grassroots site empty due to this provision no longer being provided.

Redundancies of (3FTE) OCS staff and necessary consultation period (some mitigated by the potential opportunities in other areas of the business in MioCare).

The impacts and risks will be particular to each person (and their family) currently using the service and will depend on the level of support needed and any other day time opportunities available to them, therefore individual assessments will be required (undertaken by social work teams).

### Impact on communities and service users:

The impact on service users will be minimal as it has been identified that they will be able to access other such as Miles and Chadderton Park, or an alternative provision of their choice.

The impact on the community will be that giving up the project will potentially provide the allotment back to the community or there would be an opportunity to repurpose the land.

There is potential for another organisation to take over the land/project on a lease basis.

### Risk 4:

There's a reliance on strengths-based approaches, and positive risk taking. Staff have received some training in this area and further consideration is needed on how to embed this into the culture and processes of the service.

### Risk 4 mitigation:

Some training was delivered in early November 2020 and more will take place in 2021, with a priority being given to CHASC workforce.

A group has been formed to consider what further activity is required to ensure strengths-based approach is embedded as default in practice.



	<b>Reference:</b>	<b>CSA-BR1-431</b>
<b>Responsible Officer</b>	<b>Helen Ramsden</b>	
<b>Cabinet Member:</b>	<b>Cllr Z Chauhan</b>	
<b>Support Officer</b>	<b>Joe Charlan</b>	

## Equality Impact Assessment Tool

<b>Service Area:</b>	<b>CHASC Commissioning</b>
<b>Budget Reduction Title:</b>	<b>To cease the funding of Wellbeing Service (Specifically the Grassroots site)</b>

### Stage 1: Initial Assessment

<b>1a</b>	<b>Which service does this project, policy or proposal relate to?</b>				
	Wellbeing Service (MioCare)				
<b>1b</b>	<b>What is the project, policy or proposal?</b>				
	To cease current funding.				
<b>1c</b>	<b>What are the main aims of the project, policy or proposal?</b>				
	Not to renew current funding.				
<b>1d</b>	<b>Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how?</b>				
	This would have a detrimental effect on the users of day services as it is likely that the services would cease to be provided if funding was not available.				
<b>1e</b>	<b>Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	Disabled people	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Men or women (includes impacts due to pregnancy / maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People of particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in a Marriage or Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths or beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>				
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1f	What do you think the overall <b>NEGATIVE</b> impact on groups and communities will be?	None / Minimal	Significant
		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
1g	Using the screening and information in questions 1e and 1f, should a full assessment be carried out on the project, policy or proposal?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
		1h How have you come to this decision?	
It has been identified that the decision to remove funding will have a negative impact on a specific group of people.			

## Stage 2: What do you know?

<b>What do you know already?</b>
<p><b><u>Grassroots service overview</u></b></p> <p>The Grassroots project is a day service for people with learning disabilities and Autism. It is provided by MioCare and forms part of the SLA for which a management fee is paid. The current services are dispersed between two sites, Grassroots, which provides services to 15 individuals and Chadderton Park which provides support to 23 individuals. It is proposed that individuals from Grassroots should attend the other services where there is capacity to support them.</p> <p>The service delivers activities at community locations offering individuals opportunities to move away from a traditional day care and experience working environments by providing opportunities to learn teamwork skills and learn about workplace cultures and behaviours, the service enables individuals to develop interpersonal and independence skills.</p> <p>The current facilities are well-presented and provide various activities to promote engagement. The therapeutic and emotional wellbeing benefits derived from this service is undeniable and can be regarded as preventative measure to reduce longer term social care costs to the system however currently the service user numbers involved do not equate to a viable financial option with regards to keeping two sites open.</p> <p>For service users (and families) supported, the loss of this support network would have a huge detrimental effect upon those involved. Financially whilst the dis-establishment of the service would seemingly reduce the management fee it would be cost neutral and would also have little if any cost saving advantage to the council as alternative day support options are likely to be required to be sourced in most cases. Indeed, choosing this option could result in an increase cost to the council due to the need to access higher charging private facilities, and this is yet unknown.</p> <p>During the Covid 19 pandemic, work has been undertaken at a GM level to address the issues relating to contact based day services for people with learning disabilities. As a result of the pandemic and the increasing need for services (and respite) for individuals, there has been a creative shift in the way services operate. This includes:</p> <ul style="list-style-type: none"> <li>• Rota based sessions</li> <li>• Online sessions aligned with group sessions</li> </ul>

- Changes in place based activities such as outdoor sessions for exercise

Grassroots operates from an allotment site with a portacabin. The land is owned by the Council and would be handed back in the event that the project ends. There would be options for utilising the land should the project close.

It should be noted that there have been no referrals to the Grassroots service for some time which suggests that this is not as appealing to customers as other services. The service operates for a small number of people who could be offered day service support via an alternative MioCare support, or other days services available if they choose.

The development of the service at Chadderton Park will enhance the day service offer for individuals. Furthermore the offer will support the Council's aim to increase the employment rate of people with learning disabilities.

### What don't you know?

As mentioned above, Covid 19 has enabled the Council to examine traditional methods of day services delivery. Therefore in the coming 12 months we do not know what day services will look like, or what demand will be.

### Further Data Collection

Qualitative data will be collated when undertaking consultation with customers and staff involved in the service.

## Summary (to be completed following analysis of the evidence above)

1e	Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?				
		None	Positive	Negative	Not sure
	Disabled people	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Men or women (includes impacts due to pregnancy / maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People of particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in a Marriage or Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths or beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>				
	Older People	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men over 50	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Stage 3: What do we think the potential impact might be?

3a	<b>Who have you consulted with?</b>	
	Consultation has not yet taken place with service users given the information above.	
3b	<b>How did you consult? (include meeting dates, activity undertaken &amp; groups consulted)</b>	
	In the event that this proposal is taken forward, a consultation with users of the services would need to be undertaken. The consultation would include discussion with the people and organisations affected if the decision was taken not to continue with the funding. MioCare and the Council's Adult Social Care team would undertake this consultation. Staff for the service will be consulted upon with regard to the Council's redeployment and redundancy procedures.	
3c	<b>What do you know?</b>	
3d	<b>What don't you know?</b>	
3e	<b>What might the potential impact on individuals or groups be?</b>	
	Generic (impact across all groups)	
	Disabled people	People with disabilities would be affected by this decision
	Particular ethnic groups	
	Men or women ( <i>include impacts due to pregnancy / maternity</i> )	
	People of particular sexual orientation/s	
	People in a Marriage or Civic Partnership	
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	
	People on low incomes	
	People in particular age groups	
	Groups with particular faiths and beliefs	
	Other excluded individuals ( <i>e.g. vulnerable residents, individuals at risk of loneliness, carers or service and ex-serving members of the armed forces</i> )	

## Stage 4: Reducing / Mitigating the Impact

4a	<b>What can be done to reduce or mitigate the impact of the areas you have identified?</b>	
	<b>Impact 1</b>	<b>Proposal</b>
	Removal of a service for individuals with learning disabilities	Individuals will be offered the opportunity to attend alternative MioCare day services such as Chadderton Park or the Miles service.
	<b>Impact 2</b>	<b>Proposal</b>
	Staff at risk of redundancy	Staff will be supported through the redeployment process or through redundancy as appropriate.
	<b>Impact 3</b>	<b>Proposal</b>
	The land/facilities will sit unused	It is proposed that as part of the consultation process, use of the land is taken into consideration e.g via reallocation to a community group

4b	<b>Have you done, or will you do anything differently, as a result of the EIA?</b>	
	Not at this stage but the consultation phase may establish alternative views.	
4c	<b>How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?</b>	
	Through working with customers, their families and staff working on the Miles project and Chadderton Park.	

<b>Conclusion</b>	
<i>This section should record the overall impact, who will be impacted upon, and the steps being taken to reduce / mitigate the impact</i>	
<p>The impact of closing the Grassroots project will be on 15 customers and 3 members of staff. The impact will specifically affect people with learning disabilities. There may also be impact on the land and facilities associated with the project which will need to be repurposed.</p> <p>Alternative day service options will be considered for those individuals affected as part of the work to mitigate the impacts. They will be supported to access other MioCare day services, or something in the wider day service offers available.</p>	

## Stage 5: Signature

Role	Name	Date
Lead Officer	Joe Charlan	16.12.20
Approver Signatures	Helen Ramsden	December 20

<b>EIA Review Date:</b>	TBC
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<b>Reference :</b>	<b>CSA-BR1-433</b>
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<b>Responsible Officer :</b>	<b>Mark Warren</b>
<b>Cabinet Member :</b>	<b>Cllr Z Chauhan</b>
<b>Support Officer :</b>	<b>Helen Ramsden</b>

## BR1 - Section A

<b>Service Area :</b>	<b>Adult Social Care Support</b>
<b>Budget Reduction Title :</b>	<b>Adult Social Care Sheltered Housing</b>

<b>Budget Reduction Proposal - Detail and Objectives :</b>
<p>Adult Social Care (ASC) has been funding Sheltered Housing (SH) since the Supporting People programme in 2003. Currently, in total we pay £183k per annum for SH provision for over 1,000 older people in 887 properties. In addition, the Housing Revenue Account (HRA) pays for SH support for 1,429 Council owned properties supporting a total of 1,470 people through their PFI contract. Although the need for equity among Oldham residents is recognised, this report focuses of the funding to external SH provision paid for by ASC.</p> <p>The ASC funding pays for a support worker, traditionally this was an on-site scheme manager working officer hours within schemes. However, it can also be a mobile worker who moves between sheltered properties/schemes. The funding also pays for the call monitoring and/or the cost of a mobile alarm response service.</p> <p>The amount of funding was originally based on the number of people in receipt of housing benefit within each scheme – block subsidy, and the proportion of the service considered to be support as oppose to housing management (which is funded through Housing Benefit (HB) as Intensive Housing Management). During subsequent reviews of SH provision, the subsidy was amended to be a block gross contract which identified an average level of people on housing benefit (approx. 65%) and paid as a standard amount.</p> <p>ASC's Sheltered Housing was last reviewed in 2014, the result of which capped payments to providers. An upper limit of £7.67 per unit/week was set for Cat 2 and £2.40 for Cat 1 (alarm) services: where scheme manager and alarm are provided together this figure was £10.07.</p>

<b>2020/21 Service Budget and Establishment</b>	<b>£000</b>
Employees	0
Other Operational Expenses	183
Income	(0)
<b>Total</b>	<b>183</b>

<b>Current Forecast (under) / overspend</b>	<b>0</b>
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<b>Number of posts (Full time equivalent)</b>	<b>0.00</b>
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	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>Proposed Budget Reduction (£000)</b>	<b>(100)</b>	<b>0</b>	<b>0</b>
<b>Proposed Staffing Reductions (FTE)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	<b>Ongoing</b>
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
Circa 1,000 people in 887 properties owned by housing providers - Anchor/Hanover, For Housing, Guinness, HC21 (non PFI), Places for People, Onward Housing, Riverside.
<b>Service Delivery</b>
See additional information.
<b>Future expected outcomes</b>
Adult Social Care will no longer fund sheltered accommodation. Potential for residents in this sheltered accommodation to require additional support via being assessed as Care Act eligible, therefore a Direct Payment package may be required.
<b>Organisation</b>
Organisations, as listed above, are, Anchor/Hanover, For Housing, Guinness, HC21 (non PFI), Places for People, Onward Housing, Riverside.
<b>Workforce</b>
It is currently unknown the workforce directly employed as part of the organisations listed above for the sheltered housing provision, this will feature in the decommissioning plan should the proposal be approved.
<b>Communities and Service Users</b>
See additional information.
<b>Oldham Cares</b>
This proposal contributes to the overall aims of the Locality Plan. It aligns with the ASC Commissioning and Quality work programme.
<b>Other Partner Organisations</b>
Housing providers (listed above). Strategic Housing.

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	Yes
<b>Residents</b>	Yes
<b>Local business community</b>	No
<b>Schools</b>	No
<b>Trade Unions</b>	Yes
<b>External Partners (if yes please specify below)</b>	Yes
Anchor/Hanover, For Housing, Guinness, HC21, Places for People, Onward Housing, Riverside	
<b>Other Council Departments (if yes please specify below)</b>	Yes
Strategic Housing, MASH (Multi-agency Safeguarding Hub), Revenue and Benefits (Unity)	
<b>Other (if yes please specify below)</b>	Yes
Strategic Housing Partnership (via Housing Strategy)	

## Benefits to the organisation/staff/customers including performance improvements

Proposal contributes to reducing Council budget reduction requirement. Aligned offer for sheltered housing (private and council owned)

## Section C

### Key Risks and Mitigations:

Risk	Mitigation
Having the required resources in place to deliver the decommissioning of the sheltered housing services.	Develop a clear plan deploying relevant resources, including required social work to undertake assessments.
When assessments have been undertaken, identifying a higher than anticipated number of individuals meeting care act eligibility therefore requiring a package of care and support via ASC services.	Understanding cohort of current residents would indicate this is a moderate risk.
There's a reliance on strengths-based approaches, and positive risk taking. Staff have received some training in this area and further consideration is needed on how to embed this into the culture and processes of the service.	Some training was delivered in early November 2020 and more will take place in 2021, with a priority being given to CHASC workforce. A group has been formed to consider what further activity is required to ensure strengths-based approach is embedded as default in practice.

### Key Development and Delivery Milestones:

Milestone	Timeline
Identify a project team to manage the work programme for decommissioning the service, potential to require additional, temporary arrangements given current resources.	April 2021.
Consultation to commence with stakeholders including: Provider; Service users and families; Staff; Provider agencies.	April 2021 to May 2021.
Notice to be provided on the current contractual arrangements, to include: An understanding of any provider redundancy implications; Impact of removing provider funding (i.e. financial sustainability for their service).	April 2021 to May 2021.
Consider/assess the potential impact of removing support to its residents the sheltered housing providers deliver: Social worker reviews; Consider the shift from SH provider support to potentially direct payment/ other support and costing this.	September 2021.

## Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	09-Nov-2020	01-Feb-2021
Service User	23-Nov-2020	01-Feb-2021
Other	not applicable	not applicable

### Equality Impact Screening

Is there the potential for the proposed budget reduction to have a disproportionate adverse impact on any of the following?

Disabled people	Yes
Particular Ethnic Groups	No
Men or women (including impacts due to pregnancy/maternity)	No
People who are married or in a civil partnership	No
People of particular sexual orientation	No
People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	No
People on low incomes	Yes
People in particular age groups	Yes
Groups with particular faiths and beliefs	No

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	Yes
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## Section E

Finance Comments
This proposal will achieve a saving of £100k. This saving will be achieved by not renewing a contract. It will be offset in part by additional alternative provision to some of the clients based on assessed needs.

Signed RO	04-Dec-2020
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Signed Finance	07-Jan-2021
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Cabinet Member Signature		
Name and Date	Cllr Z Chauhan	18-Jan-2021

## Additional Information (if required)

Impact on service delivery:

If the proposal is accepted to cease the funding of ASC Sheltered Housing a decommissioning plan will be prepared. This will include engagement with the commissioned providers listed above, as well as communications with the service users (residents) in the Sheltered Accommodation. When communicating this with the providers, the commissioners will need to ascertain the financial viability of the scheme and their intentions for providing the support offer going forward; ASC Commissioners will do this in conjunction with colleagues in Housing Strategy, using the opportunity for a comparable service offer as the Sheltered Housing commissioned via the PFI contract.

As it is currently unknown whether the residents are Care Act eligible, and therefore already in receipt of a care and support package this work will need to be undertaken by a qualified social worker ensuring that needs are assessed appropriately.

Impact on communities and service users:

Over 1,000 people in 887 properties. It is reported that there is an even 50:50 split between male and female residents in sheltered housing. The age profile is:

Age Range	%
Under 60	10%
60-74	47%
75-89	34%
90+	5%
Unknown	4%

Sixty-five per cent of people overall are in receipt of housing benefit. However, this varies across providers with Anchor having the lowest percentage (51%) and Guinness and For Housing having over 70%.

Housing providers have indicated that 89% of service users across 17 sheltered schemes in Oldham are living independently with no care and support provided. Eleven per cent therefore are reported to have care needs. However, data from the online digital case management system (Mosaic) suggest that 134 people (6%) as a whole (including PFI Sheltered Housing) are in receipt of a package of care and support tend to have higher packages than those in the general over 55 population:

In receipt of packages of Care	Average no of care hours per week
Over 55s in Community (excl ECH)	7.6
Over 55s in Sheltered Housing	9.32

The difference in accounting for care need, may be a result of family and friends picking up care needs, or care being provided privately (self-funded) and therefore not assessed and inputted onto Council systems.

Sheltered Housing providers have reported an increase in support needs from vulnerable and complex individuals with mental health and substance misuse issues in certain schemes.

	<b>Reference:</b>	<b>CSA-BR1-433</b>
<b>Responsible Officer</b>	<b>Vicky Walker</b>	
<b>Cabinet Member:</b>	<b>Cllr Chauhan</b>	
<b>Support Officer</b>		

## Equality Impact Assessment Tool

<b>Service Area:</b>	<b>ASC Commissioning</b>
<b>Budget Reduction Title:</b>	<b>ASC Sheltered Housing</b>

### Stage 1: Initial Assessment

<b>1a</b>	<b>Which service does this project, policy or proposal relate to?</b>																																													
	<p>Sheltered Housing consists of two sorts of support: a) Community alarm only and b) Community alarm plus support</p> <p>The table below indicates the type of service within the sheltered flats. The majority of schemes have a hardwired 24 hour community alarm as standard within the flat and are supported with a scheme manager on site working office hours Monday – Friday (4 providers – Anchor/Hanover, H21, Places for People, Riverside) or separate support worker (2 providers - Guinness and For Housing).</p> <p>Alarm services are provided through different provider call centres. Both H21 and the Villages currently use MioCare’s Helpline Silver Service which is call monitoring plus mobile response if required.</p> <table border="1"> <thead> <tr> <th>Housing Provider</th> <th>Support + Alarm (Cat 2 type)</th> <th>Alarm (Cat 1 type)</th> <th>Total flats</th> <th>Annual Funding</th> </tr> </thead> <tbody> <tr> <td>Anchor/Hanover</td> <td>304</td> <td></td> <td>304</td> <td>£46,160</td> </tr> <tr> <td>ForHousing</td> <td>121</td> <td></td> <td>121</td> <td>£40,720</td> </tr> <tr> <td>Guinness</td> <td>271</td> <td></td> <td>271</td> <td>£46,188</td> </tr> <tr> <td>HC21 (non PFI)</td> <td>35</td> <td></td> <td>35</td> <td>£4,320</td> </tr> <tr> <td>Places for People</td> <td>58</td> <td></td> <td>58</td> <td>£28,750</td> </tr> <tr> <td>Onward Housing</td> <td></td> <td>124</td> <td>124</td> <td>£8,280</td> </tr> <tr> <td>Riverside</td> <td>23</td> <td></td> <td>23</td> <td>£9,410</td> </tr> <tr> <td><b>Total</b></td> <td><b>812</b></td> <td><b>124</b></td> <td><b>936</b></td> <td><b>£183,828</b></td> </tr> </tbody> </table> <p>Although most flats are single occupancy, the number of people supported by the service will be greater as a result of cases where more than one person lives in the property.</p> <p>The funding for the 936+ tenants living in sheltered properties has historically funded by Adult Social Care (as a result of the Supporting People programme). It provides support to those who can not afford to pay for support themselves (approx. 65% of the cohort) at a total cost of £184K to ASC. This works out as an average of £302 per person per year or £5.81 per week.</p> <p>Note: The funding for the Council owned stock managed by H21 are funded through the HRA and are not being considered as part of this proposal, as this element is subject to the 30 year PFI contract.</p>	Housing Provider	Support + Alarm (Cat 2 type)	Alarm (Cat 1 type)	Total flats	Annual Funding	Anchor/Hanover	304		304	£46,160	ForHousing	121		121	£40,720	Guinness	271		271	£46,188	HC21 (non PFI)	35		35	£4,320	Places for People	58		58	£28,750	Onward Housing		124	124	£8,280	Riverside	23		23	£9,410	<b>Total</b>	<b>812</b>	<b>124</b>	<b>936</b>	<b>£183,828</b>
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	The types of activity provided through the support include: maximising income, facilitating adaptations, referring to other services, supporting tenants with letters and tasks, holding and facilitating activities within schemes. Key outcomes from the support are maintaining independence, the prevention of loneliness and isolation and access to other services.				
1b	<b>What is the project, policy or proposal?</b>				
	Review the impacts and outcomes of sheltered housing and the impact or reducing or removing funding for external sheltered housing.				
1c	<b>What are the main aims of the project, policy or proposal?</b>				
	<ul style="list-style-type: none"> <li>To review the funding input into sheltered housing – the amounts are not standard as a result of the historic differences in the way services were split into housing related support and housing management during the Supporting People era. However, they were capped in 2014 and no uplift has been since then.</li> <li>To be clear on what the funding pays for/should pay for.</li> <li>To understand the level of need of tenants within schemes and consequent affects</li> <li>To look at the costs/benefits of the service and the impact of a loss/reduction of such a service on individuals and the health/social care system</li> </ul>				
	<b>Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how?</b>				
	<ul style="list-style-type: none"> <li>Older people, over 55</li> <li>People with support and care needs</li> <li>Staff working across the 20+ schemes</li> <li>Other services – helpline, community care services, hospital</li> </ul> <p>The removal of support funding would mean that those working in sheltered would concentrate on providing housing management rather than support, and may result in a reduction in hours of time scheme managers have in schemes or the removal of non-scheme based support workers.</p> <p>The data collected in 2019 as part of the review of sheltered suggests that there has been an increase in need over the last ten years, particularly around managing mental health, substance abuse, relationship breakdown (from younger older people 55-74) and disability, dementia and frailty (within the older population). See statistics in section on what we know.</p> <p>Without support, this client group would be looking elsewhere for support – particularly through GPs, Ambulance call out/A&amp;E and Adult Social Care. There may also be an impact on housing services, if there is tenancy breakdown as a result of mental health and substance abuse conditions and Anti Social Behaviours.</p> <p>There may also be a higher demand for ECH and residential care. Sheltered does play a part in reducing or delaying the need for higher forms of care.</p>				
1e	<b>Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	Disabled people	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	(includes impacts due to pregnancy / maternity)				
	People of particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in a Marriage or Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths or beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>					
	People with particular LTC, frailty and mental health issues	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>1f</b>	<b>What do you think the overall NEGATIVE impact on groups and communities will be?</b>	<b>None / Minimal</b>	<b>Significant</b>
		<input type="checkbox"/>	<input checked="" type="checkbox"/>

<b>1g</b>	<b>Using the screening and information in questions 1e and 1f, should a full assessment be carried out on the project, policy or proposal?</b>	<b>Yes</b> <input checked="" type="checkbox"/>
		<b>No</b> <input type="checkbox"/>

<b>1h</b>	<b>How have you come to this decision?</b>
	If the proposals lead to the removal of support staff from sheltered housing this will impact directly on all tenants living in these environments. Potentially it could lead to the closure of sheltered housing schemes or the retention of the housing without the sheltered service i.e. becomes another block of flats which will remove the ability to support vulnerable people to maximise independence, keep people safe and improve their general wellbeing. See data below re potential impacts

## Stage 2: What do you know?

<b>What do you know already?</b>				
<ul style="list-style-type: none"> <li>We know the numbers of people living in sheltered schemes overall (2190) and that any change will affect over 936 older people in Oldham who live in properties external to the Council owned PFI scheme. Out of these, we support approximately 600 people on low incomes.</li> <li>Interim findings suggest the following make up of the sheltered population:</li> </ul>				
<b>Age</b>				
No's Under 60	No's aged 60 - 74	No's aged 75 - 89	No's 90+	Age N/K
<b>9.1%</b>	<b>48.6%</b>	<b>34.6%</b>	<b>4.9%</b>	<b>2.7%</b>

Gender		Ethnicity				
Male	Female	White British	White Other	Asian/Asian British	Black/Black British	Ethnicity N/K
48.8%	51.1%	86.2%	3.0%	0.54%	0.36%	9.8%

- 8.9% of people in sheltered are currently in receipt of care services
- 65% are on housing benefit
- Sheltered provision is a key part of the assets within a neighbourhood and could potentially affect the local community if removed, in terms of supporting older people, keeping them safe, ensuring wellbeing
- That similar provision is available in the Council owned PFI schemes which is half way through a 30 year contract so any changes to external provision, rather than PFI, will cause inequity across similar provisions.
- That there may be options regarding a change in Intensive Housing Management and support which could help ameliorate any reduction in support funding
- Any increased costs as a result of the proposal to reduce council funding may be transferred to approx. 600 individuals and will raise issues of affordability.
- The support may reduce or be removed entirely as a result of funding removal.
- That the level of need has changed in sheltered in the last 10 years to include more single men, more vulnerable and complex people, including those with mental health, substance misuse.
- The cost of care may well increase as a result of removing preventative low level support, and a subsequent increase in crisis situations.
- That national potential savings to health from sheltered provision have been calculated based on a Demos review (2017) of 52 academic papers and policy reports related to the social value of sheltered housing. By applying this model to Oldham we can identify the following savings:

Area of saving based on national data and the number of sheltered places in Oldham	Estimates cost saving nationally	No of people in sheltered nationally	Unit cost saving	Cost for 900 external sheltered units	Cost for all of 2109 sheltered units in Oldham inc PFI, excl ECH
Reducing general in patient stays from 17 days to 7.4 days	£300,000,000	485,575	£618	£556,042	£1,302,991
Averting falls – savings to ambulance call outs and A&E/admissions	£12,700,000	485,575	£26	£23,539	£55,160
Averting falls – savings to hospital care for hip fractures as a result of fall (17%)	£156,300,000	485,575	£322	£289,698	£678,858
Reducing loneliness – reduced health service use - GP/A&E etc	£17,800,000	485,575	£37	£32,992	£77,311
<b>Total savings</b>	<b>£486,800,000</b>		<b>£1,003</b>	<b>£902,271</b>	<b>£2,114,321</b>
<b>Cost of contribution from ASC for support services</b>				<b>£184,000</b>	<b>£1,184,000</b>
<b><i>Difference between estimated saving and cost</i></b>				<b>£718,271</b>	<b>£930,321</b>

The National Housing Federation suggest that the value of sheltered housing and extra care housing can be found in benefits to the individual, the community and the tax payer, mostly as

'preventative' services (preventing the need for more costly interventions). Areas where schemes deliver value: provide peace of mind, safety and security for vulnerable older people.

In addition to the prevention of ill health and associated costs discussed in the Demos review, Berrington 2017\* indicates there are savings to Adult Social Care and the wider community

- support and maintain independence
- better individual physical and mental health
- delay and reduce the need for primary care and social care interventions including
- lower care costs and more rapid recovery following a stay in hospital
- maintain and develop links with the community
- free up family housing for the wider community
- maximise incomes of older people and reduce fuel poverty

\*(Source: The Value of Sheltered Housing. National Housing Federation (Berrington) January 2017)

### What don't you know?

- The exact impact of removing funding on people, the care economy etc.
- Which sheltered schemes will continue and which could close as a result of change

### Further Data Collection

We have undertaken a survey of sheltered schemes and collected data on provision and vulnerabilities, which requires detailed analysis  
Following this and any decisions re S&E we need to consult providers

## Summary (to be completed following analysis of the evidence above)

1e	Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?				
		None	Positive	Negative	Not sure
	Disabled people	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (includes impacts due to pregnancy / maternity)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People of particular sexual orientation/s	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in a Marriage or Civil Partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths or beliefs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>					

	Those with vulnerabilities associated with mental health, dementia or with substance abuse issues	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### Stage 3: What do we think the potential impact might be?

3a	<b>Who have you consulted with?</b>	
	Scheme managers, and regional managers	
3b	<b>How did you consult? (include meeting dates, activity undertaken &amp; groups consulted)</b>	
	Survey and face to face, but we would like to understand more once more detailed proposals re S&E agreed	
3c	<b>What do you know?</b>	
	<p>We know that there will be a greater impact on some of the sheltered housing providers as a result of the reliance on Council funding.</p> <p>That different schemes in different locations have different needs. Around two fifths of those living in sheltered require minimum support, but three fifths need more support relating to personal care, accessing activities, looking after their home, managing shopping and money and getting out and about.</p> <p>Some schemes have significant numbers of people with dementia. Overall the highest needs in sheltered relate to mobility, hearing loss, diabetes and mental health and depression.</p> <p>Outcomes re prevention and independence can be met by continuing to signpost, provide advice and support, monitor wellbeing, and promote activities within sheltered housing</p> <p>That sheltered providers would welcome closer working with health and social care clusters, cluster care providers, to access care and health care services and to ensure good communication and quality care. They also welcome opportunities to work with the voluntary and community sector.</p>	
3d	<b>What don't you know?</b>	
	<p>How exactly providers will react to the removal/reduction of funding in terms of reducing services, and engaging in meaningful partnerships/initiatives which support independence and prevention.</p> <p>What the medium/long term outcomes will be on individuals in sheltered and communities if funding changes</p>	
3e	<b>What might the potential impact on individuals or groups be?</b>	
	Generic (impact across all groups)	<p>Increase in GP visits</p> <p>Increase in Care at Home services</p>
	Disabled people	There are a significant number of people in sheltered housing with mobility issues, hearing loss or visual impairments. Many have long term health conditions.

	Particular ethnic groups	
	Men or women ( <i>include impacts due to pregnancy / maternity</i> )	
	People of particular sexual orientation/s	
	People in a Marriage or Civic Partnership	
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	
	People on low incomes	Approx. 600 of the people affected are on benefits. If the outcome of removal of funding is to ask individuals to contribute more to support this will impact on their disposable income. Some people may refuse the support as a result, and therefore will lose access to support when required.
	People in particular age groups	Over 55s
	Groups with particular faiths and beliefs	
	Other excluded individuals ( <i>e.g. vulnerable residents, individuals at risk of loneliness, carers or service and ex-serving members of the armed forces</i> )	Removal of support for vulnerable individuals, particularly those who are lonely and those with specific problems relating to mental health, dementia and substance abuse, and the requirement for higher level/specialist services.

## Stage 4: Reducing / Mitigating the Impact

4a	<b>What can be done to reduce or mitigate the impact of the areas you have identified?</b>	
	<b>Impact 1</b>	<b>Proposal</b>
	Reduction or removal of support or increase in cost for individuals	Work with HB and providers to see if we can change the way services are funded. Look at options for self funding. (Note - check policy of DRE when includes costs relating to support)
	<b>Impact 2</b>	<b>Proposal</b>
	Removal of community asset	Ensure health funding or thriving communities support older people in communities to prevent/reduce or delay use more intensive, crisis, or higher cost services.
	<b>Impact 3</b>	<b>Proposal</b>
	Increase in demand for care at home, extra care or other specialist services	To ring fence the reduced funding for sheltered to support new ECH schemes and/or specialist support for people with mental health and substance abuse.
4b	<b>Have you done, or will you do anything differently, as a result of the EIA?</b>	
	Look at modelling options for reducing funding, or how we can apply the funding in a different way which maximises the benefits to the community.	
4c	<b>How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?</b>	

If the funding is removed, the impact could be monitored to understand the impact on extra care housing, care at home, and residential care, but if the decision is irreversible then monitoring would feel like a redundant activity.

## Conclusion

*This section should record the overall impact, who will be impacted upon, and the steps being taken to reduce / mitigate the impact*

Sheltered Housing provides a valuable service in terms of supporting independence, and reducing delaying, preventing the need for higher costs services. Some of the benefits relate to the housing environment – the accessibility, safety and decent standards of the buildings, the heating systems and the availability of communal space. However, other benefits relate to having staff on site to support and keeping an overview of individuals, identifying deterioration etc., the management of relationships and activities, preventing isolation and the maximisation of income.

The current cost of the sheltered service to Adult Social care is £184K per year. The service is generally cross subsidised by housing management charges and it is difficult to disentangle costs.

The current service is probably not sustainable as a result of no inflation increases over the last 5 years and different models would need to be applied in the future.

There will be an impact on individuals living in sheltered services and on the health and social care system if the funding is removed or reduced. The extent of the impact can only be estimated from national studies and further investigation of how providers will react to change. We know that previous reduction in funding has reduced the service in terms of time and scope.

Potential outcomes for service provision:

- Providers close down some sheltered provision – in terms of decommissioning the housing (accessible housing for older people) at a time when we need more accessible housing not less
- Providers remove some or all of the support service (this will reduce the prevention of need for higher level services, reduces independence, which supports reduce and delay need for social care, increase isolation). This at a time when needs are increasing – particularly more complex needs involving mental wellbeing, dementia and substance abuse.

Outcomes for individuals:

- There is an increased cost to sheltered tenants as providers pass costs onto individual who can not afford it and refuse support as a result
- Individual's wellbeing decreases as a result of no-one checking on them, providing interaction and activities, and supporting them to access other services)
- Lack of support leads to tenancy breakdown

Some of the impacts could be ameliorated by:

- Individuals paying more towards support cost
- Additional wellbeing and specialist support services being provided elsewhere
- Working with providers to maximise options relating to Housing benefit/support split and introducing different models of working.
- Different ways of funding applied to reflect needs and a different model of support

- Funding being found from elsewhere (health? Transforming Care/integration/Locality/public Health) to support services and support the integration with other health and community/neighbourhood provision.

The preferred option would be to work in partnership with providers to identify a model which targets the preventative aspects of sheltered housing, and support is maintained, with the services continuing to promote wellbeing and reducing the need for health and social care.

## Stage 5: Signature

Role	Name	Date
Lead Officer	Claire Hooley	9/10/2020
Approver Signatures	Claire Hooley	9/10/2020

EIA Review Date:	TBC
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<b>Responsible Officer :</b>	<b>Mark Warren</b>
<b>Cabinet Member :</b>	<b>Cllr Z Chauhan</b>
<b>Support Officer :</b>	<b>Angela Barnes</b>

## BR1 - Section A

<b>Service Area :</b>	<b>Adult Social Care Support</b>
<b>Budget Reduction Title :</b>	<b>Adult Social Care Prevention and Early Intervention Service</b>

<b>Budget Reduction Proposal - Detail and Objectives :</b>
<p>This proposal relates to a revised service offer that forms part of a current programme of work being undertaken in relation to the development of a targeted Adult Social Care Prevention and Early Intervention Service.</p> <p>Support for adults with high level complex support needs has been delivered through an in-house council service, as part of an all age service also providing support to children and families. In addition, an external service provided by Positive Steps worked with adults with less complex issues and low and medium levels of support.</p> <p>Following a review of the service, carried out during 2018-19, it was recommended that the existing service would focus on the provision of support for children and families and no longer support individual adults. This presented an opportunity for CHASC to revisit the high-level individual adult targeted prevention and early intervention offer by expanding support to a wider group of hard to reach isolated adults not previously supported.</p> <p>As part of this change an agreement was made to allocate £350,000 to CHASC recurrently to support this work with adults requiring high level support. The low and medium support project provided by Positive Steps is currently undergoing a tender process and the successful bidder will retain responsibility for individual adults with low and medium level support requirements.</p> <p>(Continued in additional information)</p>

<b>2020/21 Service Budget and Establishment</b>	<b>£000</b>
Employees	0
Other Operational Expenses	350
Income	(0)
<b>Total</b>	<b>350</b>

<b>Current Forecast (under) / overspend</b>	<b>0</b>
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<b>Number of posts (Full time equivalent)</b>	<b>0.00</b>
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	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>Proposed Budget Reduction (£000)</b>	<b>(200)</b>	<b>0</b>	<b>0</b>
<b>Proposed Staffing Reductions (FTE)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	<b>Ongoing</b>
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
N/A
<b>Service Delivery</b>
Reduced early help and prevention service provision for people with high level complex support needs.
<b>Future expected outcomes</b>
A reduction in positive outcomes for individual people. Increase in the number of people with high level complex support needs requiring statutory services.
<b>Organisation</b>
Increased pressure on other services within Oldham and across Greater Manchester providing support to people with high level complex support needs, for example social prescribing, focus care, health services, adult social care and mental health support.
<b>Workforce</b>
N/A
<b>Communities and Service Users</b>
Service users and communities will be impacted by the proposed changes and a full EIA will be completed to fully understand and consider the potential impact.
<b>Oldham Cares</b>
N/A
<b>Other Partner Organisations</b>
The proposals will impact on partners across the health and social care economy, other council-based services and the voluntary and community sector.

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	Yes
<b>Residents</b>	Yes
<b>Local business community</b>	No
<b>Schools</b>	No
<b>Trade Unions</b>	Yes
<b>External Partners (if yes please specify below)</b>	Yes
See additional information.	
<b>Other Council Departments (if yes please specify below)</b>	Yes
Reform, Welfare Rights Service, Children's Social Care, District Offices,	
<b>Other (if yes please specify below)</b>	Yes
GMP	

**Benefits to the organisation/staff/customers including performance improvements**

A £0.200m contribution to the 2021/22 budget reduction requirement.

**Section C****Key Risks and Mitigations:**

Risk	Mitigation
The adopted service delivery model fails to meet demand or deliver positive outcomes for targeted cohort.	Clear communications with service users and partner organisations on the capacity and purpose of the service model.
Partner organisations and target service users fail to engage with the proposed service model.	Establish relevant governance and operational infrastructure to involve partners. Implement Oldham coproduction values in project planning and ongoing development.
Increased demand on statutory and other services.	Clear communications and involvement in project management of service users and partners.

**Key Development and Delivery Milestones:**

Milestone	Timeline
Options appraisal and preferred delivery model agreed.	November 2020.
Project development and implementation plan.	December 2020 – March 2021.
Project start date.	April 2021.
Project initial review.	November 2021.

## Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	09-Nov-2020	01-Feb-2021
Service User	23-Nov-2020	01-Feb-2021
Other	not applicable	not applicable

### Equality Impact Screening

Is there the potential for the proposed budget reduction to have a disproportionate adverse impact on any of the following?

Disabled people	No
Particular Ethnic Groups	No
Men or women (including impacts due to pregnancy/maternity)	No
People who are married or in a civil partnership	No
People of particular sexual orientation	No
People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	No
People on low incomes	Yes
People in particular age groups	No
Groups with particular faiths and beliefs	No

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	Yes
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## Section E

Finance Comments
This proposal will achieve a saving of £200k. This saving will be achieved by designing a new service within a reduced financial envelope.

Signed RO	16-Dec-2020
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Signed Finance	07-Jan-2021
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Cabinet Member Signature		
Name and Date	Cllr Z Chauhan	18-Jan-2021

## Additional Information (if required)

### Detail and Objectives (continued):

Work is being undertaken to identify a new model of delivery for those adults who may have a traumatic history alongside a history of resistant families and non-engagement with services or inappropriate engagement with multiple services. These individuals are often facing multiple disadvantage, which includes homelessness, poverty, mental ill health, substance misuse or contact with the criminal justice system.

These individuals often require high levels of support but are not eligible for statutory social care services or have a health issue that could be supported by community health services. Under the Care Act, the council has a statutory duty to promote wellbeing and prevent, reduce or delay needs for social care support. It also has a responsibility to continually try to engage individuals.

As a result, we are looking to identify how the necessary support can be provided for this group of people across the five local care networks, working with community health, social care, primary care and voluntary, community, faith and social enterprise organisations and others. Although work is still being undertaken to finalise the options appraisal the model will focus on enabling individuals to engage in preventative interventions, that focuses on SMART outcomes to build independence and reduce dependencies. Part of the model will support in relationship building to prevent long term needs from developing & supporting engagement with the voluntary, community, faith and social enterprise sector and other Oldham and GM provision as appropriate.

Implementing this proposal includes a significant risk. The removal of a large amount of the funding will impact on the ability to deliver a sufficiently robust service to meet demand, that not only benefits individual service users, but also provides a cost-effective service that enables cost avoidance, and a reduction in the use of more expensive acute services across both the health and social care economy and more widely across the borough.

It is estimated that the proposal will deliver ongoing savings of £200,000.

### External partners:

Primary Care Networks, Northern Care Alliance, PCFT, Positive Steps, Action Together, TOG Mind and other voluntary and community sector partners.

	<b>Reference:</b>	<b>CSA-BR1-434</b>
<b>Responsible Officer</b>	<b>Mark Warren</b>	
<b>Cabinet Member:</b>	<b>Cllr Chauhan</b>	
<b>Support Officer</b>	<b>David Garner</b>	

## Equality Impact Assessment Tool

<b>Service Area:</b>	<b>Community Health &amp; Adult Social Care</b>
<b>Budget Reduction Title:</b>	<b>Adult Social Care Prevention and Early Intervention Service</b>

### Stage 1: Initial Assessment

<b>1a</b>	<p><b>Which service does this project, policy or proposal relate to?</b></p> <p>Adult Social Care Prevention and Early Intervention Service</p>
<b>1b</b>	<p><b>What is the project, policy or proposal?</b></p> <p>Oldham Council currently provides practical support and advice to adults who are facing difficulties with physical and mental health, housing, homelessness, employment, poverty, substance misuse or crime in order to support them to improve their lives. This service currently supports both adults and families with children.</p> <p>A new dedicated adult focused service will be developed which will engage with those who require high levels of support to build independence. This new service will also work closely with other organisations providing similar support.</p> <p>It is proposed that this new service will cost £200,000 less to deliver. This could reduce the number of adults receiving early help support and, as a result, drive greater demand for local health and social care services and for support provided by the voluntary and community sector.</p>
<b>1c</b>	<p><b>What are the main aims of the project, policy or proposal?</b></p> <p>The main aims of the project are to</p> <ul style="list-style-type: none"> <li>• Put in place a new adult prevention and early intervention service</li> <li>• Improve individual benefits, outcomes and independence for adults on the edge of requiring social care support</li> <li>• Align the prevention and early intervention with a strength-based approach</li> <li>• Contribute to the Council's medium term financial strategy</li> </ul>
<b>1d</b>	<p><b>Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how?</b></p> <p>The new service will seek to provide support to individual adults and adult couples without children who have complex and multiple support needs but do not meet the eligibility criteria for support under the Care Act (2014).</p> <p>This will include, but not be limited to, people who are often facing multiple disadvantage, which usually includes one or more of a combination of homelessness, housing issues, poverty, mental ill health, substance misuse or contact with the criminal justice system</p>

and who have a history of either non-engagement with services or inappropriate engagement with multiple services.

The new service will be developed in order to support the following:

- To improve personal outcomes for individual service users based on an outcome star (or similar) model, in order to measure levels of change.
- To enable service users to identify the root causes of their issues and to learn strategies that will help prevent their reoccurrence.
- To increase the ability of service users to resolve their own issues where possible through the adoption of a strengths-based approach to issue resolution
- To increase the ability of service users to recognise safeguarding needs and to both resolve these themselves where possible and to access appropriate support where needed.
- Fewer adults require intervention from statutory Adult Social Care services as a result of earlier intervention to resolve their issues resulting in fewer referrals into Adult Social Care.

If the service is not developed appropriately then failure to engage with people could have a detrimental impact on them.

**1e Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups?**

	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (includes impacts due to pregnancy / maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People of particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in a Marriage or Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths or beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>				
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1f	<b>What do you think the overall NEGATIVE impact on groups and communities will be?</b>	<b>None / Minimal</b>	<b>Significant</b>
		<input type="checkbox"/>	<input checked="" type="checkbox"/>
1g	<b>Using the screening and information in questions 1e and 1f, should a full assessment be carried out on the project, policy or proposal?</b>	<b>Yes</b> <input checked="" type="checkbox"/>	
		<b>No</b> <input type="checkbox"/>	
1h	<b>How have you come to this decision?</b>		
	The potential impact on the group of people identified as potential users of the service and the way they are supported to address their issues requires a full EIA to be completed.		

## Stage 2: What do you know?

<b>What do you know already?</b>	
<p>There are a number of people in Oldham who are facing multiple disadvantage usually involving a range of different issues including homelessness, housing issues, poverty, mental ill health, substance misuse or contact with the criminal justice system. Many of these people have a history of either non-engagement with services or inappropriate engagement with multiple services.</p> <p>Support for adults with high level support needs has previously been delivered through an in-house council service, as part of an all age service, also providing support to children and their families. This is due to end in 2021. A similar service for people with low and medium level support needs is currently delivered by Positive Steps.</p> <p>In addition to the specific support projects focused on levels of support there are a range of organisations providing support to this group of people, including the SRFT Promoting Independent People Project delivered by Age UK, Keyring support for vulnerable adults, social prescribing, Focused Care, MEAM and other local and regional support to vulnerable adults including the evolving Primary Care Networks and the Oldham place-based agenda.</p> <p>Individuals often require high levels of support but are not eligible for statutory social care services. However, under the Care Act (2014) the council has a statutory duty to promote wellbeing and prevent, reduce or delay needs for social care support. It also has a responsibility to continually try to engage individuals.</p> <p>At a regional and national level, the deployment of an effective prevention approach to support individuals is considered an effective model for both achieving positive outcomes for people and reducing the demand on statutory services.</p>	
<b>What don't you know?</b>	
<p>We currently don't know how many people there are in Oldham who are facing multiple disadvantage who require this type of support and are willing to engage with it.</p> <p>We currently don't know the impact on individuals of adopting this approach and whether this will result in positive outcomes.</p> <p>We don't know whether supporting people in this way will ultimately reduce the demand on statutory services.</p>	

We don't know what the effect of the COVID-19 pandemic will have on the long-term availability and capacity of services within the community and how this will impact on a prevention approach to supporting people.

### Further Data Collection

Further data collection on the group of people requiring support and the services currently available.

## Summary (to be completed following analysis of the evidence above)

1e	<b>Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (includes impacts due to pregnancy / maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People of particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in a Marriage or Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths or beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>				
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Stage 3: What do we think the potential impact might be?

3a	<b>Who have you consulted with?</b>	
3b	<b>How did you consult? (include meeting dates, activity undertaken &amp; groups consulted)</b>	
3c	<b>What do you know?</b>	
3d	<b>What don't you know?</b>	
3e	<b>What might the potential impact on individuals or groups be?</b>	
	Generic (impact across all groups)	
	Disabled people	
	Particular ethnic groups	

	Men or women ( <i>include impacts due to pregnancy / maternity</i> )	
	People of particular sexual orientation/s	
	People in a Marriage or Civic Partnership	
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	
	People on low incomes	
	People in particular age groups	
	Groups with particular faiths and beliefs	
	Other excluded individuals ( <i>e.g. vulnerable residents, individuals at risk of loneliness, carers or service and ex-serving members of the armed forces</i> )	

## Stage 4: Reducing / Mitigating the Impact

<b>4a</b>	<b>What can be done to reduce or mitigate the impact of the areas you have identified?</b>	
	<b>Impact 1</b>	<b>Proposal</b>
	<b>Impact 2</b>	<b>Proposal</b>
	<b>Impact 3</b>	<b>Proposal</b>

<b>4b</b>	<b>Have you done, or will you do anything differently, as a result of the EIA?</b>
<b>4c</b>	<b>How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?</b>

**Conclusion**

*This section should record the overall impact, who will be impacted upon, and the steps being taken to reduce / mitigate the impact*

## Stage 5: Signature

Role	Name	Date
Lead Officer	David Garner	16.12.20
Approver Signatures	David Garner	16.12.20

EIA Review Date:	TBC
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<b>Reference :</b>	<b>CSA-BR1-435</b>
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<b>Responsible Officer :</b>	<b>Mark Warren</b>
<b>Cabinet Member :</b>	<b>Cllr Z Chauhan</b>
<b>Support Officer :</b>	<b>Angela Barnes</b>

## BR1 - Section A

<b>Service Area :</b>	<b>Adult Social Care Support</b>
<b>Budget Reduction Title :</b>	<b>Residential Enablement Redesign (Medlock Court)</b>

<b>Budget Reduction Proposal - Detail and Objectives :</b>
<p>This is a proposal to redevelop and redesign the existing short term residential enablement offer, currently based at Butler Green and Medlock Court, into a fully integrated service based on a single site and located in a new build facility. Both the existing schemes have key roles in preventing unnecessary hospital admission and facilitating effective safe discharge and the services are critical to Oldham having an effective urgent care system.</p> <p>The proposal would ultimately mean the closure of Medlock Court (MioCare) and Butler Green (NCA) at their current locations. This approach has been informed by a number of key drivers:</p> <ul style="list-style-type: none"> <li>• It has been a long held ambition of the Enablement Programme to provide these services at the same location in order to gain the maximum benefit of service integration</li> <li>• A reduction in the demand for bed base enablement services as a result of the success of the new Discharge to Assess and Home First approaches adopted during the Covid-19 pandemic. It should be noted that this reduction is caveated in that the current Covid-19 operating climate has changed the way services have been provided</li> <li>• Both Butler Green and Medlock Court are Council assets which are coming towards the end of their natural life and will require substantial investment to maintain them going forward. Detailed work is underway to determine the cost of this over the next five years.</li> <li>• Having a building that would accommodate integrated residential enablement, the discharge hub, ICET, community reablement and Helpline and Response would reduce the estate from three locations to one and realise running cost efficiencies</li> </ul> <p>Continued in additional information.</p>

<b>2020/21 Service Budget and Establishment</b>	<b>£000</b>
Employees	0
Other Operational Expenses	11,696
Income	(645)
<b>Total</b>	<b>11,051</b>

<b>Current Forecast (under) / overspend</b>	<b>79</b>
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<b>Number of posts (Full time equivalent)</b>	<b>0.00</b>
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	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>Proposed Budget Reduction (£000)</b>	0	0	(400)
<b>Proposed Staffing Reductions (FTE)</b>	0.00	0.00	0.00

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	<b>Ongoing</b>
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
See additional information.
<b>Service Delivery</b>
This proposal would see the wholesale redesign of services currently provided at Butler Green and Medlock Court. It would offer a truly integrated multi-disciplinary services which would be best in sector.
<b>Future expected outcomes</b>
Being able to continue to deliver on a wide range of statutory obligations in a more efficient and effective way. Increased use of home first approaches to health and social care provision. Improved reablement outcomes for individuals.
<b>Organisation</b>
CHASC / MioCare Group – Significant change programme, reduction in workforce, potential impact on morale and reduction in operating turnover.
<b>Workforce</b>
10 staff would no longer be employed by the MioCare Group.
<b>Communities and Service Users</b>
If realised and implemented service users should see an improved service and individual outcomes. Overall community will be enhanced by the new development.
<b>Oldham Cares</b>
To be confirmed.
<b>Other Partner Organisations</b>
Having fewer step up and step down beds will cause concern from health colleagues, particularly the NCA, who rely on these facilities to achieve effective flow through the hospital discharge process and prevent inappropriate admissions.

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	Yes
<b>Residents</b>	Yes
<b>Local business community</b>	No
<b>Schools</b>	Yes
<b>Trade Unions</b>	Yes
<b>External Partners (if yes please specify below)</b>	Yes
All key stakeholders in Oldham health and social care system	
<b>Other Council Departments (if yes please specify below)</b>	Yes
Skills and Economy, Unity, HR, Finance	
<b>Other (if yes please specify below)</b>	No
N/a	

### Benefits to the organisation/staff/customers including performance improvements

- Reduced costs of provision and an improved service offer meeting the needs of local residents
- Improved processes and systems for the provision of enablement
- Enhanced user experience and increased customer satisfaction
- Enhanced organisational and borough reputation
- Improved use of digital and assistive technology across the enablement offer

## Section C

### Key Risks and Mitigations:

Risk	Mitigation
Delays in the completion of the bed-base and service review to determine both service and building requirements.	To plan accordingly and work with an established support organisation, AQUA, to ensure completion of the review. Establish required governance and programme management to support the development.
Delays in the completion of the property design and build and increase in project development and construction costs.	Utilise experienced construction and construction management providers to support the construction of the new premises with experience of this area of work.
Changes to national, regional and local strategies in the delivery of community health and social care provision.	Establish required governance and programme management to support development ensuring that changes to strategies are reflected in the process.
Impact of the ongoing pandemic and of the final EU exit on development and cost.	Establish required governance and programme management to monitor and adjust programme dependent on potential impact.

### Key Development and Delivery Milestones:

Milestone	Timeline
Completion of the service and bed base review.	March 2021.
Service development programme and agreed building specification.	June 2021.
Building works start.	October 2021.
Building work complete and handover.	January 2023.
Building opens.	March 2023.

## Section D

Consultation Required?	Yes
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Dates and specific consultation requirements to be confirmed prior to 2023/24

	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

**Equality Impact Screening** (To be confirmed prior to 2023/24)

Is there the potential for the proposed budget reduction to have a disproportionate adverse impact on any of the following?

Disabled people	
Particular Ethnic Groups	
Men or women (including impacts due to pregnancy/maternity)	
People who are married or in a civil partnership	
People of particular sexual orientation	
People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	
People on low incomes	
People in particular age groups	
Groups with particular faiths and beliefs	

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	TBC
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## Section E

Finance Comments
This proposal will achieve savings of £400k in 23/24. It will be based on the construction of a new building to replace both Medlock Court and Butler Green. Therefore it will need significant capital investment. Currently reablement, both residential and community, is provided by MioCare so any saving will be as a reduction in the management fee.

Signed RO	16-Oct-2020
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Signed Finance	07-Jan-2021
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Cabinet Member Signature		
Name and Date	Cllr Z Chauhan	18-Jan-2021

## Additional Information (if required)

Detail and objectives continued:

- MioCare retaining a stake in operating residential based services would ensure that the council's legal duty to ensure we have a 'provider of last resort' arrangement to respond in the event of an independent care provider market failure.

Discussions are under way regarding potential capital investment, this includes discussions with health colleagues about how the new build facility can be financed, at least in part, using NHS capital monies in a combined scheme with primary care.

It is proposed that the new building will have fewer beds than the current combined total of 60 (32 at Medlock and 28 at Butler Green). It is expected that bed numbers will be in the region of 45-50. Further work is being undertaken to determine the exact number of beds required and CHASC has held an initial meeting to scope out this work with AQUA (NHS Advancing Quality Alliance) who it is proposed provide support to carry out a comprehensive review of the required bed base. Due to the nature of the programme it is anticipated that any possible savings may not be achieved until 2023/2024.

In addition, the new service model relies on more people to be supported at home and as a result the proposed saving is based on a 22% reduction in the current staffing budget. It is expected that there would also be significant savings from providing services at a single site. The level of savings attributable to this area will be established prior to the commencement of the build but is currently estimated to be approximately £100,000.

Medlock Court receives £1.1m external Better Care Fund grant funding. Any proposal linked to Better Care Fund spend will need to be agreed with the CCG. It may also be the case that a saving can only be realised if alternate costs, currently met from mainstream ASC or CCG budgets, can be transferred to the Better Care Fund.

Impact on property:

Butler Green and Medlock Court now require significant investment in the buildings. The lease at Whitney Court (private landlord) housing the Discharge Hub, ORCAT, Reablement and Helpline and Response ends in 2025. Both Butler Green and Medlock Court sites are Council assets and have development/sale potential.

Responsible Officer :	Mark Warren
Cabinet Member :	Cllr Z Chauhan
Support Officer :	Helen Ramsden

## BR1 - Section A

Service Area :	Adult Social Care Support
Budget Reduction Title :	To cease the funding of the Men in Sheds service

### Budget Reduction Proposal - Detail and Objectives :

The proposal is to cease funding this service in its entirety from April 1st 2021.

Men in Sheds is a service provided by Age UK Oldham and has been in operation since 2012. Men in Sheds has previously been funded by the Council through previous contractual arrangements. Since April 2017 the service has been funded via a 3 year Better Care Funding (BCF) grant that expired on 31st March 2020. Due to the impact of Covid the funding continued.

Oldham council pays £51,276 per annum towards the cost of the service. Age UK Oldham also charge service users a contribution and income is generated through the sale of goods produced by the service. (see service utilisation and costs section).

(Continued in additional information below)

### 2020/21 Service Budget and Establishment

	£000
Employees	0
Other Operational Expenses	51
Income	(0)
<b>Total</b>	<b>51</b>

### Current Forecast (under) / overspend

	0
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### Number of posts (Full time equivalent)

	0.00
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	2021/22	2022/23	2023/24
Proposed Budget Reduction (£000)	(51)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

### Is your proposal a "one-off" in 2021/22 or is it ongoing?

	Ongoing
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
See additional information below.
<b>Service Delivery</b>
Age UK have advised that they would not be able to provide the service without the funding. The expectation is that Age UK may approach other departments in the council or other organisations for funding to continue delivering the service.
<b>Future expected outcomes</b>
See additional information below.
<b>Organisation</b>
As Age UK have advised that they are subsidising the service, ceasing the funding is not expected to have negative financial ramifications for the provider.
<b>Workforce</b>
Age UK have advised that the 2 FTE employees would not be retained.
<b>Communities and Service Users</b>
See additional information below.
<b>Oldham Cares</b>
The potential wider effect on Oldham cares may be felt through the men being unable to access the service and may result in them going onto access other services, in particular mental health services.
<b>Other Partner Organisations</b>
The service offers respite for the men who are carers, without this there may be an increase in demand for other respite services.

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	Yes
<b>Residents</b>	Yes
<b>Local business community</b>	No
<b>Schools</b>	No
<b>Trade Unions</b>	No
<b>External Partners (if yes please specify below)</b>	Yes
Age UK are a strategic partner	
<b>Other Council Departments (if yes please specify below)</b>	Yes
Thriving Communities as Age UK provide services for this department also.	
<b>Other (if yes please specify below)</b>	Yes
Oldham CCG-as Age UK provide services for Oldham CCG & due to potential MH impacts.	

**Benefits to the organisation/staff/customers including performance improvements**

A £0.051m contribution to the 2021/22 budget reduction requirement.

## Section C

**Key Risks and Mitigations:**

Risk	Mitigation
Loss of the service – and the preventative aspects would be lost.	People would need to access other services.
Loss of service unless Age UK can obtain funding.	Age UK provided with early notification enabling them to explore other funding opportunities.
N/a	N/a

**Key Development and Delivery Milestones:**

Milestone	Timeline
A cessation of funding letter to Age UK effective 01/04/2021 has already been issued to Age UK.	Letter sent September 2020.
Formal decision on budget reduction proposal.	4 March 2021.
N/a	N/a
N/a	N/a

## Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	09-Nov-2020	01-Feb-2021
Service User	23-Nov-2020	01-Feb-2021
Other	not applicable	not applicable

### Equality Impact Screening

Is there the potential for the proposed budget reduction to have a disproportionate adverse impact on any of the following?

Disabled people	No
Particular Ethnic Groups	No
Men or women (including impacts due to pregnancy/maternity)	Yes
People who are married or in a civil partnership	No
People of particular sexual orientation	No
People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	Yes
People on low incomes	Yes
People in particular age groups	Yes
Groups with particular faiths and beliefs	No

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	Yes
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## Section E

Finance Comments
This proposal will achieve £51k of savings. This saving will be achieved by the cessation of the Men in Sheds service and contract.

Signed RO	04-Dec-2020
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Signed Finance	07-Jan-2021
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Cabinet Member Signature		
Name and Date	Cllr Z Chauhan	18-Jan-2021

## Additional Information (if required)

Men in Sheds is a wellbeing service. The core element of a Men in Sheds provision is providing hands-on activities for men over 55. The 'Sheds' provide the space for older men to meet, socialise, learn new skills and take part in activities with other men.

Men in Sheds aims to address the public health challenge of older men's health. The service aims to:

- enhance self-esteem and increase confidence
- support men with long term health conditions
- improve physical and mental health/emotional wellbeing
- reduce the risk of social isolation and resultant poor health
- facilitate friendship and companionship
- provide an environment conducive to men's learning and sharing of skills
- offer respite opportunities for carers
- improve access to services/activities and benefits for participants

It's well documented that men do not make friends easily, tending instead to gather acquaintances, many of whom fall away when there is a life changing event such as:

- retirement
- redundancy
- deterioration in health
- divorce or bereavement.

By bringing the men together, in an environment where they feel comfortable enables the service to convey key health messages. Men, particularly those over 60, tend to be slower at going to the doctor for problems that might turn out to be serious. The men are encouraged to adopt a positive approach to good physical and mental health, with an emphasis on encouraging the men to understand that maintaining one's health warrants more than just a visit to their local GP when they are sick. Having a regular check-up to maintain a good quality of life, engaging in good health practices to lower the risk of developing chronic disease, and building rewarding emotional relationships with their family and friends is key.

Impact on property:

Men in Sheds operates out of 2 buildings, an old mill in Greenfield which is leased privately from Tanner Brothers, and Charles House in Failsworth which is leased from Unity partnership on a 'peppercorn rent'. Age UK have advised that this was transferred to them as a community asset in 2019 by Unity Partnership on the understanding that Age UK are responsible for the internal upkeep of the building. Age UK have advised that they want to retain the building for the Men in Sheds service as they are actively pursuing alternative funding for this service. Age UK have also advised that they would probably be able to find a use for the building if they are unable to continue delivering the Men in Sheds service and they therefore want to retain the use, and the upkeep responsibility for this building in the future.

Impact on future expected outcomes:

OMBC realise a saving of £51,276.

Ceasing the funding of the service would mean that the outcomes listed below would not be met (unless Age UK Oldham source alternative funding):

Men in Sheds aims to address the public health challenge of older men's health. The service aims to:

- enhance self-esteem and increase confidence
- support men with long term health conditions
- improve physical and mental health/emotional wellbeing
- reduce the risk of social isolation and resultant poor health
- facilitate friendship and companionship
- provide an environment conducive to men's learning and sharing of skills
- offer respite opportunities for carers
- improve access to services/activities and benefits for participants

### Additional Information (if required)

Impact on communities and service users:

The sheds are in Failsworth and Greenfield but attended by Oldham residents across the borough.

The following outcomes are likely to be affected by the loss of the service

enhance self-esteem and increase confidence

- support men with long term health conditions
- improve physical and mental health/emotional wellbeing
- reduce the risk of social isolation and resultant poor health
- facilitate friendship and companionship
- provide an environment conducive to men's learning and sharing of skills
- offer respite opportunities for carers
- improve access to services/activities and benefits for participant

	<b>Reference:</b>	<b>CSA-BR1-436</b>
<b>Responsible Officer</b>	<b>Helen Ramsden</b>	
<b>Cabinet Member:</b>	<b>Cllr Z Chauhan</b>	
<b>Support Officer</b>	<b>Neil Clough</b>	

## Equality Impact Assessment Tool

<b>Service Area:</b>	<b>CHASC Commissioning</b>
<b>Budget Reduction Title:</b>	<b>To cease the funding of the Men in Sheds service</b>

### Stage 1: Initial Assessment

<b>1a</b>	<b>Which service does this project, policy or proposal relate to?</b>				
	Men in Sheds service provided to men over 50.				
<b>1b</b>	<b>What is the project, policy or proposal?</b>				
	To cease current funding.				
<b>1c</b>	<b>What are the main aims of the project, policy or proposal?</b>				
	Not to renew current funding.				
<b>1d</b>	<b>Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how?</b>				
	This would have a detrimental effect on the users of day services as it is likely that the services would cease to be provided if funding was not available.				
<b>1e</b>	<b>Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (includes impacts due to pregnancy / maternity)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	People of particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in a Marriage or Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	People on low incomes	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths or beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>				
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

1f	What do you think the overall <b>NEGATIVE</b> impact on groups and communities will be?	None / Minimal	Significant
		<input type="checkbox"/>	<input checked="" type="checkbox"/>
1g	Using the screening and information in questions 1e and 1f, should a full assessment be carried out on the project, policy or proposal?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
		1h How have you come to this decision?	

## Stage 2: What do you know?

What do you know already?
<p><b><u>Men in sheds subsidised service – overview</u></b></p> <p>Men in Sheds is a service provided by Age UK Oldham and has been in operation since 2012. Men in Sheds has previously been funded by the Council through previous contractual arrangements. Since April 2017 the service has been funded via a 3 year Better Care Funding (BCF) grant that is due to expire on 31<sup>st</sup> March 2020. Oldham council pays £51,276 per annum towards the cost of the service. Age UK Oldham also charge service users a contribution and income is generated through the sale of goods produced by the service. (see service utilisation and costs section).</p> <p>Men in Sheds is a wellbeing service. The core element of a Men in Sheds provision is providing hands-on activities for men over 55. The ‘Sheds’ provide the space for older men to meet, socialise, learn new skills and take part in activities with other men.</p> <p>Men in Sheds aims to address the public health challenge of older men’s health. The service aims to:</p> <ul style="list-style-type: none"> <li>• enhance self-esteem and increase confidence</li> <li>• support men with long term health conditions</li> <li>• improve physical and mental health/emotional wellbeing</li> <li>• reduce the risk of social isolation and resultant poor health</li> <li>• facilitate friendship and companionship</li> <li>• provide an environment conducive to men’s learning and sharing of skills</li> <li>• offer respite opportunities for carers</li> <li>• improve access to services/activities and benefits for participants</li> </ul> <p>It’s well documented that men do not make friends easily, tending instead to gather acquaintances, many of whom fall away when there is a life changing event such as:</p> <ul style="list-style-type: none"> <li>• retirement</li> <li>• redundancy</li> <li>• deterioration in health</li> <li>• divorce or bereavement.</li> </ul> <p>By bringing the men together, in an environment where they feel comfortable enables the service to convey key health messages. Men, particularly those over 60, tend to be slower at going to the doctor for problems that might turn out to be serious. The men are encouraged to adopt a positive approach to good physical and mental health, with an emphasis on encouraging the men to understand that maintaining one’s health warrants more than just a visit to their local GP when they are sick. Having a regular check-up to maintain a good quality of life, engaging in</p>

good health practices to lower the risk of developing chronic disease, and building rewarding emotional relationships with their family and friends is key.

The images contained in this document are of service users accessing the provision in the Failsworth and Oldham sheds.



There is a strong emphasis on mental health and the Men in Sheds Service tries to increase the awareness of and reduce the stigma of depression and anxiety whilst also providing support for men with physical disabilities following health episodes such as suffering a stroke.

The Oldham council funding for the service is currently paid for through BCF grant. The aims of the BCF grant are that services should achieve the following:

*The Government is committed to the aim of person-centred care, with health, social care, housing and other public services working seamlessly together to provide better care. This type of integrated care is the key to strong, sustainable local health and care systems which prevent ill-health (where possible) and the need for care and avoid unnecessary hospital admissions. It also ensures that people receive high-quality care and support in the community.*

The Oldham Locality Plan for Health and Social Care Transformation 2016-2021 states that the successful delivery of the Plan will mean that:

*'The public expects services that promote healthy behaviours and independence and self-care and we reduce the dependency on high or institutionalised services'.*

The Future of Ageing in Greater Manchester published by New Economy and the GMCA advocates that:

*'supporting healthy ageing through social rather than medical approaches should be a driver which shapes wider policy and delivery'*

### **Service Outcomes**

Age UK Oldham use the wellbeing self-assessment tool to evaluate the impact of their Men in Sheds Service and this is completed every three months. The results of this evaluation for April to June 2019 are shown below.

- 87% of men reporting reduced social isolation

- 85% of men reporting increased wellbeing
- 91% of men reporting improved confidence and self-worth
- 5 men took up other services during this period.

The Men in Sheds service is a different service to traditional day care offerings and is regarded as an example of older people in Oldham helping themselves and their communities.

The service aims to support men to age better through a social approach. The service fits well strategically to the provision of health and social care services based on GP clusters. This is a community-based service which can offer something to men who otherwise would not attend local services. The service is also regarded an asset in terms of social prescribing, the Promoting Independent People (PIP) social prescribing team make frequent referrals to Men in Sheds.

There are links between the aims and objectives of the Men in Sheds service and local and national public health programmes. Implicit in the Men in Sheds model is prevention, both in respect of physical and mental health. In addition, the Men in Sheds service has co-production at the centre of everything that it does. It is a service that is largely driven by its users and shaped by them.



### **Service utilisation and costs**

#### **Men in Sheds Oldham – Current Service Model**

The Failsworth Men in Sheds service currently operates for two days a week between Tuesday and Wednesday. It provides two sessions a day (am & pm), with ten places in each session. The Greenfield Men in Sheds Service operates for two days a week on a Thursday and Friday. There are two full-time staff supporting the service, who are helped by a team of volunteers.

There are a number of different referral routes into the service, with the large numbers of referrals coming from the mental health team, the PIP (social prescribing) team and self-referral. The reason for someone being referred to the service in terms of their main presenting health problem is recorded. For both the Failsworth and Greenfield Service a high number of men are referred because of depression or early dementia.

80 places per week are provided. 58 men are currently using the service each week, this is because some may only attend one session and some men attend both morning and afternoon sessions. There is currently a waiting list with men waiting to access the service.

Ideally men attending the Men in Sheds service should move on from the service after six months. However, Age UK Oldham report that it has proved difficult in some cases for men to leave the service as they have not identified anywhere else that could meet their needs.

4000 places per year are provided over 50 weeks.  
400 sessions per year are provided over 50 weeks.  
CHASC pays £51,276 per annum out of BCF.  
This equates to £12.75 per place / 127.50 per session.

Age UK Oldham charge the men £2 per session attendance. With some of the men paying £4 to access the am & pm sessions. After previous dialogue with the Council Age UK Oldham reported that they temporarily increased subscriptions to £4 per session (£8 for the am & pm sessions) and after doing this they note that a significant proportion of regular customers ceased attending due to the increase. As a result, the charge has now been reverted back to £2 per session.

The men are required to bring their own lunch.

Annual Income generated for Age UK Oldham:

BCF Income	£51,275
Attendance charges	£ 5,000 (this income stream figure is reflective of the charges having been reduced for a period)
Income from sales	£ 3,000
<b>Total</b>	<b>£59,275</b>

Age UK Oldham have provided the following Expenditure information:

Overheads & Support costs	£23,694
Staff wages	£44,910

**Deficit subsidised by Age UK Oldham £9,329**

The link below takes you to the website for the service:

<https://www.ageuk.org.uk/oldham/our-services/leisure-and-social-activities/men-in-sheds/>

Men in Sheds operates out of 2 buildings, an old mill in Greenfield which is leased privately from Tanner Brothers, and Charles House in Failsworth which is leased from Unity partnership on a 'peppercorn rent'. Age UK have advised that this was transferred to them as a community asset in 2019 by Unity Partnership on the understanding that Age UK are responsible for the internal upkeep of the building. Age UK have advised that they want to retain the building for the Men in Sheds service as they are actively pursuing alternative funding for this service. Age UK have also advised that they would probably be able to find a use for the building if they are unable to continue delivering the Men In Sheds service and they therefore want to retain the use, and the upkeep responsibility for this building in the future.

### **What don't you know?**

Age UK Oldham have advised that they would struggle to provide the service if the council took the decision to cease funding and it is likely that ultimately the service would need to close.

If the funding was removed or reduced Age UK Oldham may try and keep the services running through other funding streams, such as charging service users an increased contribution. Before deciding on such a course of action, Age UK would need to consult with the users of the service to determine if this was viable. As explained above, when Age UK previously temporarily increased the subscription charge, this had a detrimental effect on attendance levels.

It would therefore be recommended that a detailed and robust consultation would be undertaken, explaining the reasons behind any proposed increases.

### Further Data Collection

## Summary (to be completed following analysis of the evidence above)

1e	Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?				
		None	Positive	Negative	Not sure
	Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (includes impacts due to pregnancy / maternity)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	People of particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in a Marriage or Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	People in particular age groups	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths or beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>				
	Older People	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Men over 50	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

## Stage 3: What do we think the potential impact might be?

3a	<b>Who have you consulted with?</b>
	Consultation has not yet taken place with Age UK service users given the information above.
3b	<b>How did you consult? (include meeting dates, activity undertaken &amp; groups consulted)</b>
	In the event that this proposal is taken forward, a consultation with users of the services would need to be undertaken, the consultation would include an analysis of the groups affected if the decision was taken not to continue with the grant funding. Age UK would be expected to undertake this consultation.
3c	<b>What do you know?</b>

<b>3d</b>	<b>What don't you know?</b>	
<b>3e</b>	<b>What might the potential impact on individuals or groups be?</b>	
	Generic (impact across all groups)	
	Disabled people	
	Particular ethnic groups	
	Men or women ( <i>include impacts due to pregnancy / maternity</i> )	Men over 50 would be impacted by the proposal
	People of particular sexual orientation/s	
	People in a Marriage or Civic Partnership	
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	
	People on low incomes	Age UK Oldham report that many of the men are of lower income groups and therefore they would be adversely affected.
	People in particular age groups	Men over 50
	Groups with particular faiths and beliefs	
	Other excluded individuals ( <i>e.g. vulnerable residents, individuals at risk of loneliness, carers or service and ex-serving members of the armed forces</i> )	

## Stage 4: Reducing / Mitigating the Impact

<b>4a</b>	<b>What can be done to reduce or mitigate the impact of the areas you have identified?</b>	
	<b>Impact 1</b>	<b>Proposal</b>
	Reduce the funding rather than remove the funding	It may be feasible for age UK to moderately increase their attendance charges to replace / partially replace any reductions in funding. However, the session fees charged currently only generate £8000 per annum so this would be negligible. I.E. an increase of £1 per session to £3 would only generate an additional £4000.
	<b>Impact 2</b>	<b>Proposal</b>
	Some of the outcomes of the service contribute to the Public Health agenda.	It may be feasible to approach the Public Health team to assess their willingness to make a contribution to the funding for the service.
	<b>Impact 3</b>	<b>Proposal</b>

4b	<b>Have you done, or will you do anything differently, as a result of the EIA?</b>
4c	<b>How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?</b>

**Conclusion**

*This section should record the overall impact, who will be impacted upon, and the steps being taken to reduce / mitigate the impact*

While the men in sheds service is highly regarded by those who use the service as well as health and social care professionals in the borough, it is relevant to note that the funding is aligned to IBCF resources. The council has not provided any guarantees to continue funding of the service beyond 31<sup>st</sup> March 2020.

There is concern that in the event funding was to cease for the Men in Sheds service there may be a consequence for the wider population. The case studies in this document provide examples where the existence of the service has prevented escalation onto more costly services. Orellana writing in Community Care regarding the benefits of day services on 4<sup>th</sup> January 2018 notes:

*There is clear evidence that they deliver valued outcomes that are highly relevant to social care and health policy themes, such as: promoting wellbeing; preventing/delaying deterioration; supporting people to retain independence; supporting carers; providing information, and ensuring people in receipt of care and support have a positive experience.*

<https://www.communitycare.co.uk/2018/01/04/day-centres-important-older-people-lack-money-shouldnt-jeopardise/>

The service provides an alternative to traditional models of day care and the outcomes achieved align closely to the objectives of social prescribing by addressing the men’s needs in a holistic way and supporting the men to take greater control of their own health.

**TO NOTE:**

**A version of this EIA was considered in October 2019.**

In October 2019 it was noted that we should look to a tapered budget reduction if possible, for the financial year 2020 -21 with a view to funding ceasing in its entirety from April 2021 onwards. Due to other priorities the 2020 in year budget reduction has not been realised. We have however agreed with age UK that the funding will not be renewed, and a 6 month notice period has been provided.

## Stage 5: Signature

<b>Role</b>	<b>Name</b>	<b>Date</b>
<b>Lead Officer</b>	Neil Clough	16.12.20
<b>Approver Signatures</b>	Helen Ramsden	December 2020

<b>EIA Review Date:</b>	TBC
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Responsible Officer :	Katrina Stephens
Cabinet Member :	Cllr Z Chauhan
Support Officer :	Neil Consterdine

## BR1 - Section A

Service Area :	Leisure and Youth Services Client
Budget Reduction Title :	Sport Development

### Budget Reduction Proposal - Detail and Objectives :

This proposal is to cease the delivery of Sport Development or negotiate with the Leisure Provider to take on the service.

Currently we have a mixed model of strategy and delivery for our sport and leisure provision. The council delivers its Sports Development in Schools Coaching programmes and its Education School Swimming Lessons. In addition, the Council provides the strategic oversight of all sport, leisure and physical activity including the client function of the Leisure Contract. It also manages the key strategic links to Sport England, National Governing Bodies of Sport and other regional/national bodies in order that it can take a strategic view of developing strategy and review of delivery, provide direction and expertise, and be the central point of contact.

This proposal is to remove the delivery aspect from the Council and seek to negotiate with the Leisure provider to take this element on ie Sport Development and School Swimming (School Swimming is covered in a separate budget reduction proposal). The Council would retain a much-reduced strategic element.

Potential savings:

- If the service was to cease the estimated saving would be £84,200
- If the service was to pass to the Leisure Provider, the saving would be £13,040 as it is likely we would need to provide the Leisure Provider with a subsidy of up to £71,160 to make this a viable prospect for them initially, however this would not include any overheads which the Leisure Provider would be expected to absorb. It is proposed that this subsidy would be reduced over time, and in future incorporated within a revised contact for leisure services, but this would need to be part of the negotiation with the provider. It is anticipated that by 2023/24 this subsidy could be reduced so that the full £84k saving could be realised. Continued in 'Additional information section\*\*

### 2020/21 Service Budget and Establishment

	£000
Employees	609
Other Operational Expenses	58
Income	(648)
<b>Total</b>	<b>19</b>

### Current Forecast (under) / overspend

	84
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### Number of posts (Full time equivalent)

	19.68
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	2021/22	2022/23	2023/24
Proposed Budget Reduction (£000)	(13)	0	0
Proposed Staffing Reductions (FTE)	19.68	0.00	0.00

### Is your proposal a "one-off" in 2021/22 or is it ongoing?

	Ongoing
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
It would release current use of Rock Street.
<b>Service Delivery</b>
The service would transfer to the Leisure Provider or cease - see additional info.
<b>Future expected outcomes</b>
Additional outputs and outcomes would need to be added to the Leisure contract. The alternate would be a loss of outcomes as outlined in additional info.
<b>Organisation</b>
The loss of a flexible workforce. Negotiation would need to take place on transfer of the service to the leisure provider - see additional info.
<b>Workforce</b>
Reduction in overall workforce.
<b>Communities and Service Users</b>
If transferred to the Leisure provider this would be minimal - albeit monitoring of quality would need to be considered.
<b>Oldham Cares</b>
None.
<b>Other Partner Organisations</b>
Potential impact on the Leisure Provider if they were to take this on. This should be positive.

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	Yes
<b>Residents</b>	No
<b>Local business community</b>	No
<b>Schools</b>	Yes
<b>Trade Unions</b>	Yes
<b>External Partners (if yes please specify below)</b>	Yes
Current Leisure Provider	
<b>Other Council Departments (if yes please specify below)</b>	Yes
Finance, HR and Legal.	
<b>Other (if yes please specify below)</b>	No
N/a	

**Benefits to the organisation/staff/customers including performance improvements**

Longer term this would ensure the Council is able to concentrate on facilitation, Strategy and the Client function of Sport, Leisure and Physical Activity.

## Section C

**Key Risks and Mitigations:**

Risk	Mitigation
The Leisure provider did not take this on resulting in termination of the service.	The Council would need to work with schools to help them understand the market and identify alternative providers.
N/a	N/a
N/a	N/a

**Key Development and Delivery Milestones:**

Milestone	Timeline
Initial conversation with Leisure provider.	Starting November 2020 and continuing into 2021.
Staff engagement and consultation.	January and Feb 2021.
Implementation Phase.	February to August 2021.
N/a	N/a

## Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	04-Jan-2021	18-Feb-2021
Trade Union	04-Jan-2021	18-Feb-2021
Public	09-Nov-2020	01-Feb-2021
Service User	not applicable	not applicable
Other	09-Nov-2020	08-Jan-2021

### Equality Impact Screening

Is there the potential for the proposed budget reduction to have a disproportionate adverse impact on any of the following?

Disabled people	No
Particular Ethnic Groups	No
Men or women (including impacts due to pregnancy/maternity)	No
People who are married or in a civil partnership	No
People of particular sexual orientation	No
People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	No
People on low incomes	No
People in particular age groups	No
Groups with particular faiths and beliefs	No

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	No
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## Section E

Finance Comments
<p>The budget reduction proposal is between £84k and £13k and is based on 2 scenarios:</p> <ul style="list-style-type: none"> <li>- Ceasing the service would generate a saving of £84k. The contribution of £94k from Public Health is excluded in full.</li> <li>- Negotiate with the Leisure provider to take on this service. The saving would be dependant on negotiations but an initial assessment is a saving of £13k which relates to non pay costs. It is anticipated that the subsidy could be removed to Leisure Provider and the saving could increase to £84k from 2023/24. Further due diligence would be required around pensions and TUPE arrangements.</li> </ul>

Signed RO	22-Oct-2020
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Signed Finance	09-Dec-2020
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Cabinet Member Signature		
Name and Date	Cllr Z Chauhan	18-Jan-2021

**Additional Information (if required)**

Detail & objectives continued:

Ceasing provision is not recommended as this would have a negative impact on the availability of a quality sport and physical activity offer for schools and there would be longer term impacts on health and wellbeing of the population if schools reduced or stopped buying in these activities.

Responsible Officer :	Katrina Stephens
Cabinet Member :	Cllr Z Chauhan
Support Officer :	Neil Consterdine

## BR1 - Section A

Service Area :	Leisure and Youth Services Client
Budget Reduction Title :	School Swimming

### Budget Reduction Proposal - Detail and Objectives :

The proposal is to consider either stopping the School Swimming Service or asking the Leisure provider to take the service on.

Primary schools have a statutory obligation to deliver swimming lessons for their pupils. The Council's school swimming service support schools to deliver this statutory obligation. Other than the Leisure provider there are no other providers to deliver this who are based within the borough. The service currently uses pools managed by the local leisure provider to deliver the offer. Currently we have a mixed model of strategy and delivery for our sport and leisure provision. Other delivery elements of the Sports Development Service are included in a separate budget reduction proposal. The Council through review could retain a much-reduced strategic element. The council delivers its Sports Development in Schools Coaching programmes and its Education School Swimming Lessons. In addition, the Council provides the strategic oversight of all sport, leisure and physical activity including the client function of the leisure contract. The Council also manages the key strategic links to Sport England, National Governing Bodies of Sport and other regional/national bodies in order that it can take a strategic view of writing strategy and review of delivery, provide direction and expertise, and be the central point of contact. Under this proposal the Council would retain these strategic elements.

This proposal would be to consider removing the delivery aspect from the Council and seek to negotiate with the Leisure provider to take on the operational elements ie Swimming and Sport Development.

#### Potential Savings

-If the service was to stop the saving would be £11,190

-If the service was to pass over to the Leisure provider there may be a potential saving of £11,190, however the level of saving may be reduced if the Leisure Provider required a management fee to take on the service.

2020/21 Service Budget and Establishment	£000
Employees	171
Other Operational Expenses	303
Income	(462)
<b>Total</b>	<b>12</b>

Current Forecast (under) / overspend	(45)
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Number of posts (Full time equivalent)	4.90
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	2021/22	2022/23	2023/24
Proposed Budget Reduction (£000)	(11)	0	0
Proposed Staffing Reductions (FTE)	4.90	0.00	0.00

Is your proposal a "one-off" in 2021/22 or is it ongoing?	Ongoing
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
None
<b>Service Delivery</b>
The service would cease to be delivered by the Council.
<b>Future expected outcomes</b>
A need to ensure the curriculum is delivered and a delivery schedule would need to be added to the Leisure contract.
<b>Organisation</b>
Reduced burden dependant on TUPE arrangements.
<b>Workforce</b>
A potential reduction of 4.9 FTE
<b>Communities and Service Users</b>
The quality of the offer if transferred and subsequent delivery to schools would need to be monitored.
<b>Oldham Cares</b>
None
<b>Other Partner Organisations</b>
N/a

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	Yes
<b>Residents</b>	No
<b>Local business community</b>	No
<b>Schools</b>	Yes
<b>Trade Unions</b>	Yes
<b>External Partners (if yes please specify below)</b>	Yes
Current Leisure Provider	
<b>Other Council Departments (if yes please specify below)</b>	Yes
Finance, HR and Legal	
<b>Other (if yes please specify below)</b>	No
N/a	

**Benefits to the organisation/staff/customers including performance improvements**

Less longer term liability

## Section C

**Key Risks and Mitigations:**

Risk	Mitigation
The Leisure provider not wanting to take on School Swimming.	The leisure provider has expressed an interest in taking on this opportunity.
Staff and Union objections.	In previous discussions staff and unions had expressed concerns related to terms and conditions and pensions. Early consultation and engagement would be required.
N/a	N/a

**Key Development and Delivery Milestones:**

Milestone	Timeline
Formal decision on budget proposal.	4 March 2021.
N/a	N/a
N/a	N/a
N/a	N/a

## Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	04-Jan-2021	18-Feb-2021
Trade Union	04-Jan-2021	18-Feb-2021
Public	09-Nov-2020	01-Feb-2021
Service User	not applicable	not applicable
Other	16-Nov-2020	08-Jan-2021

### Equality Impact Screening

Is there the potential for the proposed budget reduction to have a disproportionate adverse impact on any of the following?

Disabled people	No
Particular Ethnic Groups	No
Men or women (including impacts due to pregnancy/maternity)	No
People who are married or in a civil partnership	No
People of particular sexual orientation	No
People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	No
People on low incomes	No
People in particular age groups	No
Groups with particular faiths and beliefs	No

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	No
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## Section E

Finance Comments
<p>The budget reduction proposal is £11k and is based on 2 scenarios:</p> <ul style="list-style-type: none"> <li>- Ceasing the service would generate a budgetary saving of £11k.</li> <li>- Negotiate with the Leisure provider to take on this service. The saving would be dependant on negotiations but an initial assessment is that there would be a saving of £11k which relates to non pay costs. Further due diligence would be required around pensions and TUPE arrangements.</li> </ul>

Signed RO	22-Oct-2020
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Signed Finance	09-Dec-2020
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Cabinet Member Signature		
Name and Date	Cllr Z Chauhan	18-Jan-2021

Reference :	REF-BR1-416
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Responsible Officer :	Rebekah Sutcliffe
Cabinet Member :	Cllr A Chadderton
Support Officer :	Neil Consterdine

## BR1 - Section A

Service Area :	District Partnerships
Budget Reduction Title :	Districts Realignment

Budget Reduction Proposal - Detail and Objectives :
Reduce District staffing as we are now moving to a 5 geographical alignment of place based working.

2020/21 Service Budget and Establishment	£000
Employees	905
Other Operational Expenses	75
Income	(146)
<b>Total</b>	<b>834</b>

Current Forecast (under) / overspend	0
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Number of posts (Full time equivalent)	21.00
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	2021/22	2022/23	2023/24
Proposed Budget Reduction (£000)	(136)	0	0
Proposed Staffing Reductions (FTE)	3.00	0.00	0.00

Is your proposal a "one-off" in 2021/22 or is it ongoing?	Ongoing
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
None.
<b>Service Delivery</b>
Reduced levels of staff to manage the same if not increased demand.
<b>Future expected outcomes</b>
Reduced support to elected members taking on only more complex case work and not supporting members admin function.
<b>Organisation</b>
This will support the wider place based model of working aligning our structures to wider partners.
<b>Workforce</b>
Reduction of three staff - District Coordinator, Community Development Officer and Case Worker.
<b>Communities and Service Users</b>
The wider place based delivery model when fully operational will bring together multiple partners to problem solve and in addition the model will support our most vulnerable residents.
<b>Oldham Cares</b>
N/a
<b>Other Partner Organisations</b>
N/a

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	Yes
<b>Residents</b>	No
<b>Local business community</b>	No
<b>Schools</b>	No
<b>Trade Unions</b>	Yes
<b>External Partners (if yes please specify below)</b>	No
N/a	
<b>Other Council Departments (if yes please specify below)</b>	No
N/a	
<b>Other (if yes please specify below)</b>	No
N/a	

**Benefits to the organisation/staff/customers including performance improvements**

Alignment of Districts to wider place based model.

**Section C****Key Risks and Mitigations:**

Risk	Mitigation
Loss of capacity to support elected members.	See additional information below.
Overall higher demand for the staffing levels.	Inevitably three less staff would result in less capacity. The Place based model however with the District Lead as a pivotal leader would increase efficiency and effectiveness of joining up the system.
N/a	N/a

**Key Development and Delivery Milestones:**

Milestone	Timeline
Staff and union consultation to take place as per the MTFS timelines.	Jan & Feb 2021.
Formal decision on budget reduction proposal.	4 March 2021.
N/a	N/a
N/a	N/a

## Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	04-Jan-2021	18-Feb-2021
Trade Union	04-Jan-2021	18-Feb-2021
Public	09-Nov-2020	01-Feb-2021
Service User	not applicable	not applicable
Other	not applicable	not applicable

### Equality Impact Screening

Is there the potential for the proposed budget reduction to have a disproportionate adverse impact on any of the following?

Disabled people	No
Particular Ethnic Groups	No
Men or women (including impacts due to pregnancy/maternity)	No
People who are married or in a civil partnership	No
People of particular sexual orientation	No
People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	No
People on low incomes	No
People in particular age groups	No
Groups with particular faiths and beliefs	No

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	No
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## Section E

Finance Comments
The budget reduction proposal to align district staff to 5 geographical areas will result in a reduction of 3 FTE's.
The budget reduction is achievable from 2021-22 onwards.

Signed RO	15-Oct-2020
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Signed Finance	09-Dec-2020
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Cabinet Member Signature	
Name and Date	Cllr A Chadderton 18-Jan-2021

**Additional Information (if required)**

**Risk 1 Mitigation:**

The elected members have been offered less support now since March 2020. A reorganisation of what members can expect from districts teams has taken place with priority given to the more complex cases. Further work would need to take place to provide appropriate and agreed levels of support for members with the understanding some tasks could no longer take place. A wider look on how we support members with admin support, for example, would need to take place.

Reference :	REF-BR1-418
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Responsible Officer :	Rebekah Sutcliffe
Cabinet Member :	Cllr A Chadderton
Support Officer :	Neil Consterdine

## BR1 - Section A

Service Area :	District Partnerships
Budget Reduction Title :	Reduction in Members Ward Budgets

<b>Budget Reduction Proposal - Detail and Objectives :</b>
Reduce the Elected Member Ward budgets from £6k per year to £5k per year.

2020/21 Service Budget and Establishment	£000
Employees	0
Other Operational Expenses	367
Income	(0)
<b>Total</b>	<b>367</b>

Current Forecast (under) / overspend	0
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Number of posts (Full time equivalent)	0.00
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	2021/22	2022/23	2023/24
Proposed Budget Reduction (£000)	(60)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2021/22 or is it ongoing?	Ongoing
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
None.
<b>Service Delivery</b>
Elected members currently use the personal budgets to support wider community activity and contribute to capital projects. Reducing this would cut the funding they can contribute. Members would not be able to support some ward community programmes/priorities.
<b>Future expected outcomes</b>
Reduction of community activity and projects.
<b>Organisation</b>
Some potential reputational impact if regular community activity is not delivered.
<b>Workforce</b>
None.
<b>Communities and Service Users</b>
Service users and communities would have less opportunity to seek support and funding from members.
<b>Oldham Cares</b>
None.
<b>Other Partner Organisations</b>
None.

Who are the key stakeholders?

<b>Staff</b>	No
<b>Elected Members</b>	Yes
<b>Residents</b>	No
<b>Local business community</b>	No
<b>Schools</b>	No
<b>Trade Unions</b>	No
<b>External Partners (if yes please specify below)</b>	No
N/a	
<b>Other Council Departments (if yes please specify below)</b>	No
N/a	
<b>Other (if yes please specify below)</b>	No
N/a	

**Benefits to the organisation/staff/customers including performance improvements**

A £60k contribution to the Council's 2021/22 budget reduction requirement.

## Section C

**Key Risks and Mitigations:**

Risk	Mitigation
The main risk is the ability for members to fully fund projects and priorities.	Members would need to prioritise spend. Underspend also does exist from previous years.
N/a	N/a
N/a	N/a

**Key Development and Delivery Milestones:**

Milestone	Timeline
Cabinet Member to discuss with all elected members cross party.	October 2020 to March 2021.
Formal decision on proposed budget reduction proposal.	4 March 2021.
N/a	N/a
N/a	N/a

## Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	09-Nov-2020	01-Feb-2021
Service User	not applicable	not applicable
Other	08-Nov-2020	02-Feb-2021

### Equality Impact Screening

Is there the potential for the proposed budget reduction to have a disproportionate adverse impact on any of the following?

Disabled people	No
Particular Ethnic Groups	No
Men or women (including impacts due to pregnancy/maternity)	No
People who are married or in a civil partnership	No
People of particular sexual orientation	No
People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	No
People on low incomes	No
People in particular age groups	No
Groups with particular faiths and beliefs	No

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	No
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## Section E

Finance Comments
The reduction of the elected members ward allocation from £6k to £5k will realise an ongoing saving of £60k.
The budget proposal is achievable from 2021-22.

Signed RO	15-Oct-2020
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Signed Finance	09-Dec-2020
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Cabinet Member Signature		
Name and Date	Cllr A Chadderton	18-Jan-2021

Reference :	REF-BR1-432
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Responsible Officer :	Rebekah Sutcliffe
Cabinet Member :	Cllr A Chadderton
Support Officer :	Neil Consterdine

## BR1 - Section A

Service Area :	District Partnerships
Budget Reduction Title :	Review of Elected Member Reserves

Budget Reduction Proposal - Detail and Objectives :
Reduce the Elected Members District Partnership Reserve following a review of commitments. In addition agree further work to be done to identify any other potential savings.

2020/21 Service Budget and Establishment	£000
Employees	0
Other Operational Expenses	0
Income	(0)
<b>Total</b>	0

Current Forecast (under) / overspend	0
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Number of posts (Full time equivalent)	0.00
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	2021/22	2022/23	2023/24
Proposed Budget Reduction (£000)	(127)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2021/22 or is it ongoing?	One-off
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
None
<b>Service Delivery</b>
See additional information below.
<b>Future expected outcomes</b>
None
<b>Organisation</b>
No impact. A review of spend has taken place with each District Co-ordinator (DC) in partnership with members where appropriate and this has shown that the funding identified is now no longer required. See additional info below.
<b>Workforce</b>
None
<b>Communities and Service Users</b>
None on this specific saving.
<b>Oldham Cares</b>
None
<b>Other Partner Organisations</b>
None

Who are the key stakeholders?

<b>Staff</b>	No
<b>Elected Members</b>	Yes
<b>Residents</b>	No
<b>Local business community</b>	No
<b>Schools</b>	No
<b>Trade Unions</b>	No
<b>External Partners (if yes please specify below)</b>	No
N/a	
<b>Other Council Departments (if yes please specify below)</b>	No
N/a	
<b>Other (if yes please specify below)</b>	No
N/a	

**Benefits to the organisation/staff/customers including performance improvements**

A one-off £127k contribution to the Council's 2021/22 budget reduction requirement.

## Section C

**Key Risks and Mitigations:**

Risk	Mitigation
Minimal risk.	N/a
N/a	N/a
N/a	N/a

**Key Development and Delivery Milestones:**

Milestone	Timeline
Cabinet Member to discuss with all elected members cross party.	October 2020 to March 2021.
Formal decision on proposal.	4 March 2021.
N/a	N/a
N/a	N/a

## Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	08-Nov-2020	02-Feb-2021

### Equality Impact Screening

Is there the potential for the proposed budget reduction to have a disproportionate adverse impact on any of the following?

Disabled people	No
Particular Ethnic Groups	No
Men or women (including impacts due to pregnancy/maternity)	No
People who are married or in a civil partnership	No
People of particular sexual orientation	No
People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	No
People on low incomes	No
People in particular age groups	No
Groups with particular faiths and beliefs	No

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	No
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## Section E

Finance Comments
The budget reduction proposal is to release uncommitted resources from the District Partnership Reserve. The review by the District Co-ordinators in August/September identified £127k which could be released from the reserve. This is a one year budget reduction proposal for 2021/22.

Signed RO	15-Oct-2020
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Signed Finance	09-Dec-2020
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Cabinet Member Signature		
Name and Date	Cllr A Chadderton	18-Jan-2021

**Additional Information (if required)**

No impact on service delivery:

Elected members currently use their personal budgets to support wider community activity and contribution to capital works. Each member currently has £6k per year to support this. An exercise to identify underspend and subsequent reserves has taken place. The balance brought forward on the District Partnership Reserve for 2020/21 is currently £629,433. An initial minimum analysis of this total has resulted in this identified £126,909 one off saving. The initial analysis was done by the District Coordinator in partnership with elected members (where required). This amount represents historical commitments that are no longer required or have been funded from other sources. Further analysis work would now be required to identify what other savings could be made from these reserves. This would be in partnership with members.

Responsible Officer :	Julia Veall
Cabinet Member :	Cllr A Chadderton
Support Officer :	Paul Dernley

## BR1 - Section A

Service Area :	HR & Organisational Development
Budget Reduction Title :	HR Staffing Review

### Budget Reduction Proposal - Detail and Objectives :

Following a review of capacity in the Human Resources (HR)/ Organisational Development (OD) team to support delivery of the Workforce Strategy and the need to realign effort into the organisational development and design activity it has been possible to tie together some downsizing with voluntary redundancy requests within the team. This will mean some minor changes to how individuals are aligned to services while ensuring priorities are met. Some improvements to processes also show a reduction in support for the corporate training and development is feasible. Overall this will mean we are still within the good practice range of HR Advisors to workforce numbers but at the bottom end rather than the middle. As we concentrate on ensuring all our workforce have the skills they need the call on this specialist resource should reduce in any event e.g. managers feeling more confident in addressing underperformance.

The other part of the proposal will reduce the Facility Time available to the seconded Unison officials from 2.89 to 2.39 FTE. Current levels indicate that we have the scope to reduce seconded officer time to Unison and remain comparable with other GM local authorities i.e. in mid range of facility time provision. More effective use of local stewards will support the reduction and ensure membership support where needed. Separate facility time for other recognised unions remains unchanged.

The above reductions result in a net FTE reduction of 3.83 FTE and estimated recurring savings of £120k per annum. This will allow all Voluntary Redundancy and reduced hours applications to be approved in this service.

### 2020/21 Service Budget and Establishment

	£000
Employees	1,337
Other Operational Expenses	910
Income	(804)
<b>Total</b>	<b>1,443</b>

### Current Forecast (under) / overspend

194

### Number of posts (Full time equivalent)

30.07

	2021/22	2022/23	2023/24
Proposed Budget Reduction (£000)	(120)	0	0
Proposed Staffing Reductions (FTE)	3.83	0.00	0.00

### Is your proposal a "one-off" in 2021/22 or is it ongoing?

Ongoing

## Section B

What impact does the proposal have on the following? :

<b>Property</b>
None.
<b>Service Delivery</b>
Impact on service delivery will be managed by the reallocation of duties and reconfiguration of the service as detailed.
<b>Future expected outcomes</b>
None.
<b>Organisation</b>
None.
<b>Workforce</b>
Unison will need to review the usage of local stewards to maintain current levels of coverage.
<b>Communities and Service Users</b>
None.
<b>Oldham Cares</b>
None.
<b>Other Partner Organisations</b>
None.

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	No
<b>Residents</b>	No
<b>Local business community</b>	No
<b>Schools</b>	No
<b>Trade Unions</b>	Yes
<b>External Partners (if yes please specify below)</b>	No
N/a	
<b>Other Council Departments (if yes please specify below)</b>	No
N/a	
<b>Other (if yes please specify below)</b>	No
N/a	

**Benefits to the organisation/staff/customers including performance improvements**

The proposed reconfiguration will improve HR Advisory service delivery and the embedding of the Workforce Strategy across Team Oldham.

## Section C

**Key Risks and Mitigations:**

Risk	Mitigation
Voluntary Applications are not approved.	All applications approved November 2020.
The reduction of Trade Union facility time is not permitted.	Reduction in facility time has been approved.
The implementation of the £95k cap results in the withdrawal of associated applications.	Proposals will be reviewed and may proceed in any event resulting in potential compulsory redundancies.

**Key Development and Delivery Milestones:**

Milestone	Timeline
Assessment of Voluntary Applications.	30th October 2020.
Leaving date for approved applicants.	31st December 2020.
N/a	N/a
N/a	N/a

## Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	04-Jan-2021	18-Feb-2021
Trade Union	26-Oct-2020	31-Dec-2020
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

### Equality Impact Screening

Is there the potential for the proposed budget reduction to have a disproportionate adverse impact on any of the following?

Disabled people	No
Particular Ethnic Groups	No
Men or women (including impacts due to pregnancy/maternity)	No
People who are married or in a civil partnership	No
People of particular sexual orientation	No
People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	No
People on low incomes	No
People in particular age groups	No
Groups with particular faiths and beliefs	No

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	No
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## Section E

Finance Comments
<p>The proposal is to reduce the HR and Trade Union budget by £120k (equates to 3.83 FTE's) from 2021/22 onwards. The reduced fte's are based on applications from staff as part of the workforce reduction programme being offered to staff across the Council.</p> <p>The service has a current overspend of £194k however this is based on one off costs incurred by the service in 2020/21. The budget reduction proposal is achievable from 2021/22.</p>

Signed RO	22-Oct-2020
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Signed Finance	23-Oct-2020
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Cabinet Member Signature		
Name and Date	Cllr A Chadderton	18-Jan-2021

### Additional Information (if required)

The other part of the proposal suggests a reduction in the facility time allocation for the staff seconded to Unison. It is critical that we maintain good industrial relations during a highly challenging time. The proposal is to reduce the time allocated from 2.89 to 2.39 which means we will be exactly in mid range when compared with both local government and industry standard. Because the allocation of time is based on membership of each union the allocation for Unite (0.4FTE) and GMB (0.8FTE) remains unaffected. The impact of this should be to show that the Unions are prepared to change and contribute to the overall financial challenge whilst continuing to support their members and the workforce at large.



## BR1 - Section A

Reference :	REF-BR1-413
Responsible Officer :	Katrina Stephens
Cabinet Member :	Cllr B Brownridge
Support Officer :	Sheena Macfarlane

Service Area :	Heritage Libraries and Arts
Budget Reduction Title :	Gallery Oldham

<b>Budget Reduction Proposal - Detail and Objectives :</b>
Closure of Gallery Oldham one day per week and consequent reduction in visitor services staffing.

2020/21 Service Budget and Establishment	£000
Employees	852
Other Operational Expenses	722
Income	(28)
<b>Total</b>	<b>1,546</b>

<b>Current Forecast (under) / overspend</b>	<b>(99)</b>
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<b>Number of posts (Full time equivalent)</b>	<b>23.62</b>
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	2021/22	2022/23	2023/24
<b>Proposed Budget Reduction (£000)</b>	<b>(22)</b>	0	0
<b>Proposed Staffing Reductions (FTE)</b>	0.94	0.00	0.00

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	Ongoing
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
None.
<b>Service Delivery</b>
Capacity, flexibility and income generating ability of service reduced. Relationship with key partners, service users and stakeholders could be affected.
<b>Future expected outcomes</b>
Negative impact on KPIs re visitor numbers and schools' access and on service objectives relating to widening access, increasing learning opportunities and employment opportunities, supporting town centre visitor economy and enhancing image of the borough.
<b>Organisation</b>
Reduced support for town centre cultural offer and development of visitor economy.
<b>Workforce</b>
Loss of established posts and reduction in casual hours. No redundancies expected due to vacant hours but changes to rota patterns and working hours will be required.
<b>Communities and Service Users</b>
Reduction in public access to free services and facilities for families, schools and regularly attending vulnerable groups.
<b>Oldham Cares</b>
Potential negative impact on wellbeing user groups Springboard dementia groups, Oldham Deaf Association, Henshaws, Oldham Stroke Association, Early Years service, Refugee and asylum seeker groups.
<b>Other Partner Organisations</b>
See Additional Information below.

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	Yes
<b>Residents</b>	Yes
<b>Local business community</b>	No
<b>Schools</b>	Yes
<b>Trade Unions</b>	Yes
<b>External Partners (if yes please specify below)</b>	Yes
See Additional Information below.	
<b>Other Council Departments (if yes please specify below)</b>	Yes
See Additional Information below.	
<b>Other (if yes please specify below)</b>	Yes
See Additional Information below.	

**Benefits to the organisation/staff/customers including performance improvements**

A £22k contribution to the Council's 2021/22 budget reduction requirement.

## Section C

**Key Risks and Mitigations:**

<b>Risk</b>	<b>Mitigation</b>
Reputational damage leading to loss of partnerships and income.	Stakeholder engagement.
Reduced access for regular attending schools, families and vulnerable groups.	User data analysis and engagement to determine preferred day of closure and if access can be facilitated for some on the closed day.
N/a	N/a

**Key Development and Delivery Milestones:**

<b>Milestone</b>	<b>Timeline</b>
Staff engagement.	5th Nov 2020 – 15th Jan 2021.
User and stakeholder engagement.	16th Nov 2020 – 1st Feb 2021.
New rotas agreed.	29 January 2021.
Communications and messaging.	Starts 29 March 2021.

## Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	09-Nov-2020	01-Feb-2021
Service User	not applicable	not applicable
Other	not applicable	not applicable

### Equality Impact Screening

Is there the potential for the proposed budget reduction to have a disproportionate adverse impact on any of the following?

Disabled people	Yes
Particular Ethnic Groups	No
Men or women (including impacts due to pregnancy/maternity)	No
People who are married or in a civil partnership	No
People of particular sexual orientation	No
People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	No
People on low incomes	No
People in particular age groups	No
Groups with particular faiths and beliefs	No

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	Yes
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## Section E

Finance Comments
The budget reduction to close Gallery Oldham one day per week will realise a saving of £22k which is achievable from 2021-22.

Signed RO	23-Dec-2020
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Signed Finance	09-Dec-2020
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Cabinet Member Signature	
Name and Date	Cllr B Brownridge 18-Jan-2021

**Additional Information (if required)**

Impact on other partner organisations: (External partner stakeholders)

Reduced ability to support and benefit from strategic partners eg Tate British Museum, Natural History Museum etc and delivery partners eg Coliseum, Chai Ladies etc.

Other Council departments (Stakeholders):

People & Place, Lifelong Learning, Libraries, Northern Roots. Negative impact on whole site events and associated income generation and audience development opportunities.

Other key stakeholders:

External Partner Stakeholders:

Museum Development North West, Arts Council England, Manchester International Festival, Town Centre Partnership.



Reference:	REF-BR1-413
Responsible Officer	Katrina Stephens
Cabinet Member:	Cllr B Brownridge
Support Officer	Sheena Macfarlane

## Equality Impact Assessment Tool

Service Area:	Heritage, Libraries & Arts
Budget Reduction Title:	Gallery Oldham

### Stage 1: Initial Assessment

1a	<b>Which service does this project, policy or proposal relate to?</b>				
	Heritage, Libraries & Arts (Arts & Heritage Service)				
1b	<b>What is the project, policy or proposal?</b>				
	Close Gallery Oldham one day per week from 1 <sup>st</sup> April 2021				
1c	<b>What are the main aims of the project, policy or proposal?</b>				
	To achieve a financial saving on visitor services costs				
1d	<b>Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how?</b>				
	Any user groups who are unable to be accommodated due to the reduction in availability				
1e	<b>Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?</b>				
		None	Positive	Negative	Not sure
	Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (includes impacts due to pregnancy / maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People of particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in a Marriage or Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths or beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>				
Schools	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

1f	What do you think the overall <b>NEGATIVE</b> impact on groups and communities will be?	None / Minimal	Significant
		<input checked="" type="checkbox"/>	<input type="checkbox"/>

1g	Using the screening and information in questions 1e and 1f, should a full assessment be carried out on the project, policy or proposal?	Yes <input type="checkbox"/>
		No <input checked="" type="checkbox"/>

1h	How have you come to this decision?
	Regularly attending groups and schools are being consulted which will help us determine which day to close. This will minimise the impact on groups particularly those which rely heavily on the availability of carers and transport to facilitate their visit. Gallery staff are also exploring the possibility of facilitating access on the closed day for any group which cannot be accommodated with the new open hours. Early indications are that none of the currently attending groups will be specifically impacted.

## Signature

Role	Name	Date
Lead Officer	Sheena Macfarlane	18/01/2021
Approver Signatures	Katrina Stephens	18/01/2021

EIA Review Date:	TBC
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Reference :	REF-BR1-415
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Responsible Officer :	Katrina Stephens
Cabinet Member :	Cllr E Moores
Support Officer :	Neil Consterdine

## BR1 - Section A

Service Area :	Leisure and Youth Services Client
Budget Reduction Title :	Mahdlo Funding Reduction

<b>Budget Reduction Proposal - Detail and Objectives :</b>
Reduction of Mahdlo Budget. The Council currently makes an annual contribution to Mahdlo of £400k per annum and has done without reduction since its opening. Mahdlo receives funding from a number of sources. The budget reduction proposal is to reduce the council contribution by a total of £100k per annum in 2021/22 and an additional £100k per annum from 2022/23.

<b>2020/21 Service Budget and Establishment</b>	<b>£000</b>
Employees	0
Other Operational Expenses	400
Income	(0)
<b>Total</b>	<b>400</b>

<b>Current Forecast (under) / overspend</b>	<b>0</b>
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<b>Number of posts (Full time equivalent)</b>	<b>0.00</b>
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	2021/22	2022/23	2023/24
<b>Proposed Budget Reduction (£000)</b>	(100)	(100)	0
<b>Proposed Staffing Reductions (FTE)</b>	0.00	0.00	0.00

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	<b>Ongoing</b>
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
None.
<b>Service Delivery</b>
See additional information below.
<b>Future expected outcomes</b>
See additional information.
<b>Organisation</b>
Mahdlo have received the same level of funding from the Council since 2012 and whilst other provision has seen a reduction this has not.
<b>Workforce</b>
Not known.
<b>Communities and Service Users</b>
Not fully known and would be dependant on how Mahdlo absorb the loss of income. It would need to consider how it delivers and in addition Mahdlo are being consulted on impact and mitigations.
<b>Oldham Cares</b>
None.
<b>Other Partner Organisations</b>
Loss of funding for Mahdlo.

Who are the key stakeholders?

<b>Staff</b>	No
<b>Elected Members</b>	Yes
<b>Residents</b>	No
<b>Local business community</b>	No
<b>Schools</b>	No
<b>Trade Unions</b>	No
<b>External Partners (if yes please specify below)</b>	Yes
Mahdlo Board.	
<b>Other Council Departments (if yes please specify below)</b>	No
N/a	
<b>Other (if yes please specify below)</b>	No
N/a	

**Benefits to the organisation/staff/customers including performance improvements**

A potential improved structure and targeted offer.  
 A contribution to the Council's budget savings requirement of £200K per annum by 2022/23.

**Section C****Key Risks and Mitigations:**

Risk	Mitigation
Reduction of Youth provision.	Reorganisation of staffing and back office to mitigate the the loss. Less Youth Provision.
Mahdlo is also funded by local business including the Stoller Trust. The loss of income from the Council may create instability with others contributing.	The Council has supported Mahdlo since inception and clear comms would need to be developed alongside a conversation with the Mahdlo CEO and Board. The Council could support Mahdlo to help them reorganise and subsequently mitigate loss of activity to young people and support them in finding alternate options for delivery and potential funding.
N/a	N/a

**Key Development and Delivery Milestones:**

Milestone	Timeline
Discussions with the Mahdlo Board Chair and CEO.	October 2020 to January 2021.
Support Mahdlo to work through impact.	October 2020 to mid January 2021.
Consideration of impacts and mitigations to take forward for decisions with lead Members and Cabinet.	February to March 2021.
Saving to commence if approved.	April 2021.

## Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	09-Nov-2020	01-Feb-2021
Service User	not applicable	not applicable
Other	25-Oct-2020	24-Dec-2020

### Equality Impact Screening

Is there the potential for the proposed budget reduction to have a disproportionate adverse impact on any of the following?

Disabled people	No
Particular Ethnic Groups	No
Men or women (including impacts due to pregnancy/maternity)	No
People who are married or in a civil partnership	No
People of particular sexual orientation	No
People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	No
People on low incomes	No
People in particular age groups	Yes
Groups with particular faiths and beliefs	No

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	Yes
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## Section E

Finance Comments
The budget reduction proposal is to reduce the Council's contribution to Mahdlo by £100k in 2021-22 and a further £100k from 2022-23. The total on going budgetary saving from 2022-23 will be £200k per annum.

Signed RO	15-Oct-2020
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Signed Finance	09-Dec-2020
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Cabinet Member Signature		
Name and Date	Cllr E Moores	18-Jan-2021

## Additional Information (if required)

To achieve the proposal Mahdlo would need to reorganise its activity and assess what is currently working and what staffing levels they have. The impact of the reduction could mean that they will deliver less activity for young people but this could be mitigated by them increasing their charges, patron and grant income. This has been identified as a key risk following discussion with Mahdlo. For example Onside their partner organisation has recently been successful in a multi million pound grant fund that Mahdlo should be able to access. The main offer is in the central youth zone. Albeit they do deliver some activity in Districts. The council funds contribute to the central youth offer and Mahdlo uses external funding for District activity (albeit it is recognised that young people do travel to Mahdlo from outlying districts). Mahdlo is a registered charity and state-of-the-art Youth Zone in the heart of Oldham for 8-19-year olds (up to 25 for young people with a disability). They are open 7 days a week, 50 weeks of the year, and offer a range of activities and opportunities that all young people from across Oldham can access for just 50p per session, as a member.

They deliver from their base on Egerton Street (the Hub) and in venues (spokes) across the districts of the Oldham borough. The majority of the activity is town centre based rather than spoke based. They structure their work within six key themes: Get Active (Sports); Get Creative (Arts); Get Sorted (personal development, crime prevention and health and wellbeing); Get Outdoors (outward bound and environmental activities); Get Connected (leadership, volunteering and citizenship); Get Ahead (employment and enterprise).

Delivery - at the main Mahdlo building:

- Junior Zone # 3 sessions per week for young people aged 8-12
- Senior Zone # 4 sessions per week for young people ages 13-25
- Family Ability Session # for C&YP with SEND and their families # 1 per week
- Ability multi activity session 1 per week
- Holiday Provision # Mon - Friday during School holiday times for ages 8-14 (paid for offer)
- Twilight sessions - Daily - Monday to Friday
- They also offer: Duke of Edinburgh Scheme - The D of E programme is available to all Mahdlo members aged 14 years and over.
- As a Mahdlo member they offer access to a variety of opportunities to support young people to help them complete each section of the award Get a job programme - A 6 week programme will provide you with the opportunity to learn necessary life skills that help young people to prepare for working life, but make sure you're ready for everything that goes along with having a job.
- NCS - Mahdlo Youth Zone is part of the National Citizen Service network. The National Citizen Service programme runs throughout England and Northern Ireland, an opportunity for those aged between 15 and 17. They run four-week programmes during the summer holidays, and bespoke programmes during school term-times.
- Mentoring Scheme - Mahdlo Mentoring scheme is designed to offer one-to-one support to young people aged 8-19.
- Delivery in the districts- Mahdlo have received funding from lotteries to deliver a district youth work offer. This is delivery of one youth work sessions per week in each district of Oldham (currently minimum of 6 per week)
- Membership and Reach- As of January 2020, Mahdlo reported: - 4,537 members (young people registered with the Youth zone), 1,534 members attending at least one session (35% of all members), 586 active members regularly attending (young people attending a session 3 or more times), that's 13% of members), Junior and Senior Zone session attendance averaged around 100 per evening - Mon - Fri and less than 100 for weekend sessions
- Funding. The Mahdlo organisation is funded via a number of means, including " A patron programme " Donations " Fundraising event " Project grants " Local Authority contribution "

Impact on future expected outcomes:

Potential loss of diversionary activity, youth work sessions and access to support for our young people. This could impact on young people's future aspirations, the ability for them to lead positive lives and access to opportunity. Mahdlo would need to reduce back office costs and increase external income and the Council is supportive of helping them review this.



	<b>Reference:</b>	<b>REF-BR1-415</b>
<b>Responsible Officer</b>	<b>Neil Consterdine</b>	
<b>Cabinet Member:</b>	<b>Cllr Eddie Moores</b>	
<b>Support Officer</b>	<b>Jodie Barber</b>	

## Equality Impact Assessment Tool

<b>Service Area:</b>	<b>Youth, Leisure and Communities (Youth Service)</b>
<b>Budget Reduction Title:</b>	<b>Reduction of funding to Mahdlo</b>

### Stage 1: Initial Assessment

<b>1a</b>	<b>Which service does this project, policy or proposal relate to?</b>				
	Mahdlo				
<b>1b</b>	<b>What is the project, policy or proposal?</b>				
	To reduce the funding awarded to Mahdlo by £200k over the next 2 financial years i.e. £100k in 2021/22 and a further £100k in 2022/23.				
<b>1c</b>	<b>What are the main aims of the project, policy or proposal?</b>				
	To reduce grant funding to Mahdlo, whilst minimising the impact on the ability to deliver services to young people.				
<b>1d</b>	<b>Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how?</b>				
	The reduction in funding could have a negative impact upon young people primarily.				
<b>1e</b>	<b>Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	Disabled people	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Men or women (includes impacts due to pregnancy / maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People of particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in a Marriage or Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	People in particular age groups	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths or beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>				
None Identified	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

1f	What do you think the overall <b>NEGATIVE</b> impact on groups and communities will be?	None / Minimal	Significant
		<input checked="" type="checkbox"/>	<input type="checkbox"/>
1g	Using the screening and information in questions 1e and 1f, should a full assessment be carried out on the project, policy or proposal?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
		1h How have you come to this decision?	

## Stage 2: What do you know?

What do you know already?
<p>The Council currently makes an annual contribution to Mahdlo of £400k per annum. The total Mahdlo operating budget is approx. £1.555 million. The budget reduction proposal is to reduce the council contribution by a total of £100k in 2021/22 and an additional £100k per annum in 2022/23. Total ongoing reduction of £200k by 2022/23. An initial £100k saving would represent just over 6.4% of the total operating budget and a total £200k saving would represent a 13% reduction.</p> <p><b>Pre Covid</b>  Mahdlo is a registered charity and state-of-the-art Youth Zone in the heart of Oldham for 8-19-year olds (up to 25 for young people with a disability). They are open 7 days a week, 52 weeks of the year, and offer a range of activities and opportunities that all young people from across Oldham can access for just 50p per session, as a member.  They deliver from their base on Egerton Street (the Hub) and in venues (spokes) across the districts of the Oldham borough.  They structure their work within six key themes:</p> <ul style="list-style-type: none"> <li>• Get Active (Sports);</li> <li>• Get Creative (Arts);</li> <li>• Get Sorted (personal development, crime prevention and health and wellbeing);</li> <li>• Get Outdoors (outward bound and environmental activities);</li> <li>• Get Connected (leadership, volunteering and citizenship);</li> <li>• Get Ahead (employment and enterprise).</li> </ul> <p><b>Delivery</b></p> <p><b>At the main Mahdlo building</b></p> <ul style="list-style-type: none"> <li>• Junior Zone – 3 sessions per week for young people aged 8-12</li> <li>• Senior Zone – 4 sessions per week for young people ages 13-25</li> <li>• Family Ability Session – for C&amp;YP with SEND and their families – 1 per week</li> <li>• Ability multi activity session 1 per week</li> <li>• Holiday Provision – Mon - Friday during School holiday times for ages 8-14 (paid for offer)</li> <li>• Twilight session – Daily – Monday to Friday</li> </ul> <p>They also offer:  <i>Duke of Edinburgh Scheme</i> - The D of E programme is available to all Mahdlo members aged 14 years and over. As a Mahdlo member they offer access to a variety of opportunities to support young people to help them complete each section of the award.</p>

*Get a job programme* - A 6 week programme will provide you with the opportunity to learn necessary life skills that help young people to prepare for working life, but make sure YP are ready for everything that goes along with having a job.

NCS - Mahdlo Youth Zone is part of the National Citizen Service network. The National Citizen Service programme runs throughout England and Northern Ireland, an opportunity for those aged between 15 and 17. They run four-week programmes during the summer holidays, and bespoke programmes during school term-times.

*Mentoring Scheme* - Mahdlo's Mentoring scheme is designed to offer one-to-one support to young people aged 8-19.

**Delivery in the districts.** Mahdlo have received funding from lotteries to deliver a district youth work offer. This is delivery of one youth work sessions per week in each district of Oldham (currently minimum of 6 per week)

### **Membership and Reach**

As of January 2020, Mahdlo reported:

- 4537 members (young people registered with the Youth zone)
- 1534 members attending at least one session (35% of all members)
- 586 active members regularly attending (young people attending a session 3 or more times), that's 13% of members)
- Junior and Senior Zone session attendance averaged around 100 per evening ( Mon – Fri and less than 100 for weekend sessions)

### **Funding**

The Mahdlo organisation is funded via a number of means, including

- A patron programme
- Donations
- Fundraising event
- Project grants
- Local Authority contribution

Since its opening, 9 years ago, The Local Authority have made a contribution of £400K per annum towards the cost of the Hub. Despite the Council having to make financial savings over this time period, which have included reductions in funding to VCS organisations, Mahdlo's Council funding has not reduced.

The accounts forecast operating costs for 20/21 including depreciation at £1.555m. Income forecast £1.610m. That includes the £400k from OMBC.

### **Since April 2020 - Covid**

Initially Mahdlo furloughed the majority of staff, keeping a core of 6 staff working

The centre had to close, and retaining staff delivered:

- Outreach visits to young people
- Telephone call contacts with young people
- Mentoring
- Online sessions
- Delivery of activity packs and care packs.

With restrictions changing and following NYA guidance Mahdlo widened the offer from July 2020.

- They have brought more staff back from Furlough

- Holiday programme during the summer term (limited number to reflect Covid Safe guidance)
- Junior and senior evening sessions – Limited to a max of 80 participants per session
- Mentoring programme
- Twilight sessions
- D of E scheme
- Targeted externally funded projects
- The numbers worked with have reduced dramatically in the past 7 months. With Number of members actively attending the Hub in July being 173.

With the new restrictions implemented in January 2021 Mahdlo have had to reduce the face to face offer they can deliver from their building. they are currently delivering outreach work, limited face to face work for vulnerable young people, Online sessions, telephone calls as well as supporting young people and families with food and care packages.

Throughout the Covid period the Council have continued with funding to Mahdlo and changed the payment schedule to monthly.

Mahdlo have continued to be supported by patrons and donations and have been able to organise some limited fund-raising activities.

They have also received financial support from other sources, for example:

*DCMS - OnSide* have been successful in securing £6million funding from DCMS to support the youth zones in its network, this funding will be used to 100% match any donations received between mid-July to March 21. Mahdlo, so far have pledged for £165k as well as the other donations. They will receive match funding for this from the DCMS charity support funding awarded to onside.

*Job Retention Scheme Bonus* - The government have implemented a JRS bonus to employers of £1,000 for every employee who return from furlough and are still employed at the end of January with minimum average earnings of £520 per month. Based on current staff profile Mahdlo have indicated they could potentially claim for up to 35 employees if they fulfil these requirements.

Following the publication of the Council's consultation process on a range of budget saving proposals, which was launched on 9<sup>th</sup> November 2020, discussions have taken place between the Assistant Director for Youth, Leisure and Communities and the Chief Executive and Chair of Mahdlo Board with regards to the proposal to reduce funding. The discussions have included exploring how the Council could provide support to Mahdlo to absorb the budget reductions whilst mitigating the impact on service delivery. Furthermore, Mahdlo are currently undertaking a consultation with service users and the public in relation to the Council's proposal and this is currently ongoing.

The Council is also undertaking consultation in the form of focus groups with young people to discuss the impact of the full range of budget reductions which could impact on this target group (i.e. with specific focus on the savings which impact upon children and young people)

<b>What don't you know?</b>
Formal consultation has now commenced with Mahdlo ( w/c 4 <sup>th</sup> January) to determine the actual impact upon service users arising from the proposal to reduce funding over the next two financial years. The Council have provided a template for completion by Mahdlo to identify the impact to service users, including any consequences in relation to staffing and service delivery, so that this information can inform the EIA. They will be further asked to identify any opportunities to mitigate the impact. The Council have also met with the interim CEO and Members of the Board to discuss the proposed budget reductions. Following completion, by Mahdlo, of the impact template, council officers will meet with the Interim CEO to discuss the information submitted .(This will be informed by the outcome of the consultation which Mahdlo are currently undertaking.) The Council wants to explore the potential to delete any current vacant posts from the staffing structures, which would minimise the impact of the reduction and explore opportunities to seek grant funding from alternative sources.
<b>Further Data Collection</b>
<b>This will form part of the formal consultation with Mahdlo.</b>

### Summary (to be completed following analysis of the evidence above)

<b>1e</b>	<b>Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (includes impacts due to pregnancy / maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People of particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in a Marriage or Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths or beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>				
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### Stage 3: What do we think the potential impact might be?

<b>3a</b>	<b>Who have you consulted with?</b>
	We have directly consulted with Mahdlo – Chief executive officer and members of the Mahdlo Board.

	<p>Mahdlo have consulted with their stakeholders and are undertaking additional consultation with their members and families. They will forward the results of this consultation to us when completed.</p> <p>Mahdlo have also launched an online petition calling for support in asking the council to reconsider the proposed budget cuts to Mahdlo.</p>
<b>3b</b>	<p><b>How did you consult? (include meeting dates, activity undertaken &amp; groups consulted)</b></p> <ul style="list-style-type: none"> <li>• Monday 9 November 2020 -Public consultation commenced on budget saving proposals. We have supported targeted participation in the public consultation with groups of young people</li> <li>• Tuesday 3 November 2020 - Meeting held between Assistant Director for Youth, Leisure &amp; Communities, and Chief Executive and Chair of Mahdlo.</li> <li>• Tuesday 24 November 2020 -Assistant Director for Youth, Leisure &amp; Communities discussed the proposals with the Mahdlo Board.</li> <li>• Friday 18 December 2020 - Letter sent to Mahdlo requesting information about what the impact on the organisation and service users would be if funding was to be cut. This includes a request for information about whether there would be a disproportionate impact on certain groups of people.</li> <li>• Tuesday 13th January - Meeting with CEO and Member of Mahdlo Board requested by Mahdlo to share their thoughts on the budget proposals with Cllr Eddie Moores, Strategic Director of Communities and Reform, Director of Public Health, Assistant Director for Youth, Leisure &amp; Communities and Head of Youth Service.</li> <li>• Impact consultation document submitted by Mahdlo on Monday 18th Jan</li> <li>• Meeting with Mahdlo CEO and Board member and Assistant Director for Youth, Leisure &amp; Communities, Head of Youth Service and Stronger Communities Team Manager to discuss impact assessment submission from Mahdlo.</li> <li>• Friday 22<sup>nd</sup> January 2020 – meeting with Head of Youth Service met with CEO Mahdlo to provide further support on completion impact submission</li> <li>• Sunday 24<sup>th</sup> January – Mahdlo resubmitted impact assessment information and provided other supporting documents (see attached)</li> </ul>
<b>3c</b>	<p><b>What do you know?</b></p> <p>The submission of the impact assessment of the budget reductions provided by Mahdlo is attached.</p> <p>Mahdlo are shared that the proposed reduction in funding would result in the following posts being removed from the structure</p> <p>Year 1.</p> <ul style="list-style-type: none"> <li>• The Deputy CEO role responsible for fundraising, marketing and strategy Annual Salary with on costs: £47,444</li> <li>• Sessional Fundraising support at a cost of £7,800</li> <li>• Get Outdoors Coordinator. Annual Salary with on costs: £12,700</li> <li>• 10 sessional members of staff redundant by removing 36 hours a week of sessional face to face support. Cost: £19,100</li> </ul>

- All freelance support to enhance the Mahdlo offer providing young people with a diverse range of activities in sports and the arts Cost: £13,000

**Total cost: £100,044**

The main impact on delivery schedule will be:

- Ceasing the Duke of Edinburgh open access scheme.
- Ceasing 5 twilight sessions per week.
- Reduction of number of staff in some sessions

Other delivery impacts:

- Reduction in some activities available such as get outdoors, trampolining, archery and arts currently provided by free-lance professionals
- Reduction in capacity to seek external funding opportunities for activity and projects.
- Reduction in staffing levels in some sessions.
- Increase in responsibilities and tasks for some staff to pick up some of the tasks from redundant posts

Year 2

The posts below are currently externally funded. If Mahdlo were unable to obtain further funding, they would look to continue delivery through core budget. If further funding isn't secured would not be able to fund from core budget so £100k reduction would result in removal of following posts

- District Co-ordinator Annual salary with on costs: £26,710
- District Lead Youth Worker Annual salary with on costs: £18,224
- 60 hours sessional hours - up to 12 district sessional members of staff Cost: £36,200
- Employability Co-ordinator (19hrs) Annual salary with on costs: £11,900
- Mental Health and Wellbeing Coordinator post would be reduced to part time hours.
- Annual salary with on costs: £13,100 Contracted hours would reduce by: 19

Total cost: £105,910

Main impact of delivery schedule would be:

- Ceasing the delivery of a district offer
- Ceasing the pickup service ( transportation service for young people in district to access the Mahdlo centre for sessions in the evening)
- Ceasing delivery of employability programme
- Reduction in mental health and wellbeing post and targeted offer.

These are currently externally funded, and further external funding would be required to enable the work to continue. Mahdlo have stated they would look to fund these from their core budget, but this would not be possible with a £100k reduction in council funding. Mahdlo have also shared they have taken action this year to reduce their revenue costs by £300,000 reducing management, back office roles and reducing open hours on a Sunday.

<b>3d</b>	<b>What don't you know?</b>	
	<p>We don't know if the impacts in Year 2 (2022-2023) will be mitigated by any potential fund raising Mahdlo are able to achieve in the next 12 months.</p> <p>Mahdlo have indicated that a reduction in funding from Oldham Council could potentially impact on contributions from patrons and the business sector, however at the time of preparing this EIA we are unable to confirm/evidence if this would be the case</p>	
<b>3e</b>	<b>What might the potential impact on individuals or groups be?</b>	
	Generic (impact across all groups)	There will be a reduction in activities delivered by Mahdlo which could impact upon a number of the target groups, but not all disproportionately
	Disabled people	No activities specifically for this target group are proposed to be withdrawn as a result of the budget reduction
	Particular ethnic groups	No activities specifically for this target group are proposed to be withdrawn as a result of the budget reduction
	Men or women ( <i>include impacts due to pregnancy / maternity</i> )	No activities specifically for this target group are proposed to be withdrawn as a result of the budget reduction
	People of particular sexual orientation/s	No activities specifically for this target group are proposed to be withdrawn as a result of the budget reduction
	People in a Marriage or Civic Partnership	No activities specifically for this target group are proposed to be withdrawn as a result of the budget reduction
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	No activities specifically for this target group are proposed to be withdrawn as a result of the budget reduction
	People on low incomes	Possible impact on NEET young people as a result of the withdrawal of activity to support this target group
	People in particular age groups	There will be a disproportionate impact upon young people as a result of the proposed budget reduction
	Groups with particular faiths and beliefs	No activities specifically for this target group are proposed to be withdrawn as a result of the budget reduction
Other excluded individuals ( <i>e.g. vulnerable residents, individuals at risk of loneliness, carers or service and ex-serving members of the armed forces</i> )	N/A	

## Stage 4: Reducing / Mitigating the Impact

4a	<b>What can be done to reduce or mitigate the impact of the areas you have identified?</b>	
	<b>Impact 1</b>	<b>Proposal</b>
	NEET / Low Incomes	Mahdlo propose to cease the post of Employability Co-ordinator in 2022/23. This provides employability project for NEET young people. There are a number of other service providers that work with this cohort of individuals and we are confident that there is sufficient capacity/provision within the Borough to support this target group.
	<b>Impact 2</b>	<b>Proposal</b>
	Young People – Get Outdoors Co-ordinator	Mahdlo propose to cease the post ‘Get Outdoors’ Coordinator this will result in ceasing delivery of the Duke of Edinburgh Scheme in 2021/22. Most secondary schools across the borough are direct delivery centres for the Duke of Edinburgh Scheme so opportunities to participate will still be available to young people.
	<b>Impact 3</b>	<b>Proposal</b>
	Reduction in twilight Sessions for Young people	Mahdlo propose that the twilight youth sessions they deliver will cease due to reduction in staffing. There is potential to explore working in partnership with other providers and organisations to co-deliver sessions at Mahdlo to increase staffing capacity.
	<b>Impact 4</b>	<b>Proposal</b>
	Young people - reduction in types of activity being developed	Mahdlo propose they will remove the funding for freelance staffing to deliver specific specialist activity such as trampolining, archery, some music and some Dance. This will potentially reduce the range of activities available but could be mitigated by existing staff with these skills offering activities or working in partnership with organisations that deliver these activities as well as sign posting young people to other providers of these types of activities
	<b>Impact 5</b>	<b>Proposal</b>
Young people – District Offer	Mahdlo propose that the reduction in funding in Year 2 could potentially mean the district offer from Mahdlo would cease ( this is currently externally funded). Mitigation could include Mahdlo applying for further external funding for these roles over the next 12 months. That young people currently accessing the Mahdlo district offer are supported to access other youth provision within their districts currently offered by Oldham council, and VCS organisations.	
<b>Impact 6</b>	<b>Proposal</b>	
Young people – reduction in mental health and wellbeing post and targeted offer	Mahdlo propose that a reduction in funding in year 2 would lead to a reduction in hours of the post of health and wellbeing Officer. This would reduce	

		the capacity of this member of staff to deliver targeted mental health and wellbeing support to young people. Mitigation could include Mahdlo applying for further external funding for these roles over the next 12 months. There are a number of other service providers that work with this cohort of young people and we are confident that there is sufficient opportunity provision within the Borough to sign post young people to appropriate support.
	<b>Impact 7</b>	<b>Proposal</b>
	Young people – loss of pick up service	Mahdlo propose that a reduction in funding in year 2 would mean they would cease their pick up service (a minibus collection service for young people in Oldham Districts providing transport to and from the Mahdlo Centre.) Mitigation of this would be to sign post young people to other local youth provision within their locality or make a nominal charge for this service to cover costs
	<b>Impact 8</b>	<b>Proposal</b>
	Reduction in capacity for Fund raising	Mahdlo have proposed that reduction in staffing (in particular Deputy CEO and fundraising sessions staff) will reduce capacity to secure External funding. We are exploring how through our social value work we can increase the opportunities for Mahdlo to benefit from funding that is secured via this route.
	<b>Impact 9</b>	<b>Proposal</b>
	Reduction in Funding	The proposal to reduce funding over two financial years has been made in order to assist Mahdlo to develop a sustainable business model and help mitigate the impact in taking the £200k saving in 2021/22.

<b>4b</b>	<b>Have you done, or will you do anything differently, as a result of the EIA?</b>
	No
<b>4c</b>	<b>How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?</b>
	We undertake quarterly monitoring meetings with the CEO of Mahdlo and the Head of Youth Service and Commissioning Manger. We will monitor impact via this process.

<b>Conclusion</b>	
<i>This section should record the overall impact, who will be impacted upon, and the steps being taken to reduce / mitigate the impact</i>	
In conclusion there is potential for a disproportionate adverse impact upon young people, including NEET and those from low income families and some reduction in activities available to all young people. Steps to reduce and mitigate are outline above in section 4	

## Stage 5: Signature

Role	Name	Date
Lead Officer	Jodie Barber	18th December 2020
Approver Signatures	Neil Consterdine	18 <sup>th</sup> December 2020
		

EIA Review Date:	25 <sup>th</sup> January 2021
EIA reviewed Date:	01/02/2021

Reference :	REF-BR1-417
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Responsible Officer :	Katrina Stephens
Cabinet Member :	Cllr E Moores
Support Officer :	Neil Consterdine

## BR1 - Section A

Service Area :	Leisure and Youth Services Client
Budget Reduction Title :	Youth Service Kerching

<b>Budget Reduction Proposal - Detail and Objectives :</b>
<p>This is a reduction from our central youth service provision and specifically the kerching budget which is a Youth Council managed budget that supports the provision of young peoples activity and the commission of mental health services Kooth.</p>

2020/21 Service Budget and Establishment	£000
Employees	231
Other Operational Expenses	128
Income	(110)
<b>Total</b>	<b>249</b>

Current Forecast (under) / overspend	(9)
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Number of posts (Full time equivalent)	6.42
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	2021/22	2022/23	2023/24
Proposed Budget Reduction (£000)	(37)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2021/22 or is it ongoing?	Ongoing
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
No impact.
<b>Service Delivery</b>
See additional information below.
<b>Future expected outcomes</b>
See additional information below.
<b>Organisation</b>
Reputational risk with Young people and the impact of disinvestment.
<b>Workforce</b>
No Impact.
<b>Communities and Service Users</b>
Less opportunities to engage in activity for young people.
<b>Oldham Cares</b>
N/A
<b>Other Partner Organisations</b>
Less access to funding.

Who are the key stakeholders?

<b>Staff</b>	No
<b>Elected Members</b>	Yes
<b>Residents</b>	Yes
<b>Local business community</b>	No
<b>Schools</b>	No
<b>Trade Unions</b>	No
<b>External Partners (if yes please specify below)</b>	No
N/a	
<b>Other Council Departments (if yes please specify below)</b>	No
N/a	
<b>Other (if yes please specify below)</b>	Yes
Youth Council	

**Benefits to the organisation/staff/customers including performance improvements**

A £37k contribution to the Council's 2021/22 budget reduction requirement.

## Section C

**Key Risks and Mitigations:**

Risk	Mitigation
Challenge from Young People	Wider impact of the savings needs to be clearly articulated to young people and the saving in this area does not impact on Youth Workers who provide support for young people.
N/a	N/a
N/a	N/a

**Key Development and Delivery Milestones:**

Milestone	Timeline
Young people engagement.	Prior to December 2020.
Formal decision on budget reduction proposal.	4 March 2021.
N/a	N/a
N/a	N/a

## Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	04-Jan-2021	18-Feb-2021
Public	09-Nov-2020	01-Feb-2021
Service User	23-Nov-2020	01-Feb-2021
Other	not applicable	not applicable

### Equality Impact Screening

Is there the potential for the proposed budget reduction to have a disproportionate adverse impact on any of the following?

Disabled people	No
Particular Ethnic Groups	No
Men or women (including impacts due to pregnancy/maternity)	No
People who are married or in a civil partnership	No
People of particular sexual orientation	No
People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	No
People on low incomes	No
People in particular age groups	Yes
Groups with particular faiths and beliefs	No

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	Yes
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## Section E

Finance Comments
<p>Within the central Youth Service budget is provision for the Kerrching grant of £37k.</p> <p>The cessation of the grant payment will realise a budgetary saving from 2021-22.</p>

Signed RO	22-Oct-2020
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Signed Finance	09-Dec-2020
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Cabinet Member Signature		
Name and Date	Cllr E Moores	18-Jan-2021

**Additional Information (if required)**

Impact on Service Delivery:

This is a reduction from our central youth service provision and specifically the kerching budget which is a youth council managed budget that supports the provision of young peoples activity and the commission of mental health services. Our young people manage the commissions and ask for expressions of interest from other young people groups to deliver targeted activity in our communities. In addition it originally supported the delivery cost of Kooth but this is now funded elsewhere. The impact is less youth activity but of note through external funding a District Team has now been established to support youth activity in our Districts.

Impact on Future Expected Outcomes:

Engagement of young people to support overall wellbeing is important. By having less community activity and support will impact on this and also reduce things for young people to do potentially increasing ASB. However critical is that Kooth is now funded elsewhere resulting in a maintained offer and in addition District Youth Teams are also now operational increasing opportunity for young people.



	<b>Reference:</b>	<b>REF-BR1-417</b>
<b>Responsible Officer</b>	<b>Neil Consterdine</b>	
<b>Cabinet Member:</b>	<b>Cllr Eddie Moores</b>	
<b>Support Officer</b>	<b>Jodie Barber</b>	

## Equality Impact Assessment Tool

<b>Service Area:</b>	<b>Youth, Leisure and Communities (Youth Service)</b>
<b>Budget Reduction Title:</b>	<b>Youth Service Kerrching</b>

### Stage 1: Initial Assessment

<b>1a</b>	<b>Which service does this project, policy or proposal relate to?</b>				
	Youth Service – Kerrching Funding				
<b>1b</b>	<b>What is the project, policy or proposal?</b>				
	Kerrching Funding by £37,000				
<b>1c</b>	<b>What are the main aims of the project, policy or proposal?</b>				
	To reduce Kerrching Funding by £37,000				
<b>1d</b>	<b>Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how?</b>				
	The reduction in funding could have a negative impact upon young people primarily, However, given the changes in how Kooth.com is now commissioned by the CCG this shouldn't have a negative impact.				
<b>1e</b>	<b>Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (includes impacts due to pregnancy / maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People of particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in a Marriage or Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups –	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths or beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>				
None Identified	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

1f	What do you think the overall <b>NEGATIVE</b> impact on groups and communities will be?	None / Minimal	Significant
		<input checked="" type="checkbox"/>	<input type="checkbox"/>
1g	Using the screening and information in questions 1e and 1f, should a full assessment be carried out on the project, policy or proposal?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
1h	How have you come to this decision? The impact is minimal on any persons as the Kooth service that was funded using this money is now being commissioned by the CCG so there is no impact or reduction on the service for young people		

## Stage 2: What do you know?

<b>What do you know already?</b>
<p>Oldham Council currently supplies a sum of money known as the Kerrching budget to Oldham Youth Council, to spend on activities for young people. The funding has previously been used to commission Kooth.com, an online mental health service for young people as well as other youth activities.</p> <p>In 2019 the CCG agreed to take over the commissioning of Kooth.com after consultation with the Youth Council.</p> <p>In light of this change of funding provider the proposal is to reduce the allocation of Kerrching Funding by £37,000.</p> <p>This will have no impact on the provision of Kooth.com as this service is now paid for by Oldham CCG and continues to be delivered in Oldham</p> <p>The young people of the Youth Council were consulted about this and were in full agreement</p>
<b>What don't you know?</b>
<p>We do not know, if the CCG will continue to fund the Kooth Service long term. This is reviewed annually by The CCG but there is a strong case for it to continue to be commissioned as a well-used and effective service.</p>
<b>Further Data Collection</b>

## Summary (to be completed following analysis of the evidence above)

1e	Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?				
		None	Positive	Negative	Not sure
	Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (includes impacts due to pregnancy / maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

People of particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in a Marriage or Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths or beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>				
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### Stage 3: What do we think the potential impact might be?

<b>3a</b>	<b>Who have you consulted with?</b>	
	Members of Oldham Youth Council	
<b>3b</b>	<b>How did you consult? (include meeting dates, activity undertaken &amp; groups consulted)</b>	
	The Youth Council agreed in 2019 that the CCG would take over the commission for Kooth,.com. The youth council were consulted 11 <sup>th</sup> November via a group meeting re the Proposal to reduce the Kerrching Funding by £37,000. The proposal was shared with the youth council members present.	
<b>3c</b>	<b>What do you know?</b>	
	The Youth Councillors agreed with the proposal as the Kooth,.com service has been commissioned by the CCG	
<b>3d</b>	<b>What don't you know?</b>	
<b>3e</b>	<b>What might the potential impact on individuals or groups be?</b>	
	Generic (impact across all groups)	none
	Disabled people	none
	Particular ethnic groups	none
	Men or women ( <i>include impacts due to pregnancy / maternity</i> )	none
	People of particular sexual orientation/s	none
	People in a Marriage or Civic Partnership	none
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	none
	People on low incomes	none
	People in particular age groups	none
	Groups with particular faiths and beliefs	none

	Other excluded individuals (e.g. vulnerable residents, individuals at risk of loneliness, carers or service and ex-serving members of the armed forces)	none
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## Stage 4: Reducing / Mitigating the Impact

<b>4a</b>	<b>What can be done to reduce or mitigate the impact of the areas you have identified?</b>	
	<b>Impact 1</b>	<b>Proposal</b>
	No impact	
	<b>Impact 2</b>	<b>Proposal</b>
	<b>Impact 3</b>	<b>Proposal</b>

<b>4b</b>	<b>Have you done, or will you do anything differently, as a result of the EIA?</b>	
	no	
<b>4c</b>	<b>How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?</b>	
	N/A	

<b>Conclusion</b>	
<i>This section should record the overall impact, who will be impacted upon, and the steps being taken to reduce / mitigate the impact</i>	
As the commissioning of the Kooth.com provision now sits with the CCG and this is now being commissioned from the CCG we are concluding that there is no impact to young people resulting from this proposed saving proposal.	

## Stage 5: Signature

Role	Name	Date
Lead Officer	Jodie Barber	11 <sup>th</sup> December 2020
Approver Signatures	Neil Consterdine	11 <sup>th</sup> December 2020
		

<b>EIA Review Date:</b>	Spring 2021
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<b>Responsible Officer :</b>	<b>Gerard Jones</b>
<b>Cabinet Member :</b>	<b>Cllr A Chadderton</b>
<b>Support Officer :</b>	<b>Elaine Devaney</b>

## BR1 - Section A

<b>Service Area :</b>	<b>Children in Care</b>
<b>Budget Reduction Title :</b>	<b>Early Help Staffing Efficiencies</b>

### Budget Reduction Proposal - Detail and Objectives :

The Family Connect Service is being restructured to create an integrated Children's front-door in the MASH and move to a district model of service delivery.

The new model will:

- Provide an integrated front-door with children's services, with early help casework in the Mosaic system and a new combined referral portal
- A simplified team structure organised around Oldham's five districts, supporting a team around the place model for supporting families, working closely with schools and other partners
- Alignment, and co-ordinated service delivery with the re-commissioned all age early intervention offer in each district

The simplification of the team structure and integration of the front-door team will realise limited staffing efficiencies in 2021/22 without impacting on early help service delivery.

This proposal links to an Early Help re-organisation, which will deliver more significant savings in subsequent years as a result of wider changes linked to service integration.

### 2020/21 Service Budget and Establishment

	<b>£000</b>
Employees	2,894
Other Operational Expenses	0
Income	(0)
<b>Total</b>	<b>2,894</b>

**Current Forecast (under) / overspend**

**(120)**

**Number of posts (Full time equivalent)**

**76.00**

	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>Proposed Budget Reduction (£000)</b>	<b>(40)</b>	<b>0</b>	<b>0</b>
<b>Proposed Staffing Reductions (FTE)</b>	<b>1.50</b>	<b>0.00</b>	<b>0.00</b>

**Is your proposal a "one-off" in 2021/22 or is it ongoing?**

**Ongoing**

## Section B

What impact does the proposal have on the following? :

<b>Property</b>
Limited change from staffing reduction. Greater change as a result of wider increase in staff working from home and hotdesking. Will link to wider proposals around the assets required by partners in each district.
<b>Service Delivery</b>
Saving to be delivered by improved service efficiencies as a result of re-modelled operation of service and use of IT systems, without impacting on Early Help service delivery.
<b>Future expected outcomes</b>
Wider restructuring of service is intended to improve partnership Early Help offer within districts, leading to reduced volume of referrals into MASH and reduced progression of children into social care.
<b>Organisation</b>
Reorganised teams will be working closely with other Council district based teams.
<b>Workforce</b>
The reorganisation will create a small net loss of jobs, which would come primarily from integrated line management with other services. Restructure will require a full consultation process with staff in the service.
<b>Communities and Service Users</b>
The proposal forms part of the wider development of the district offer, which seeks to strengthen the local community offer. The commissioned early intervention offer includes a community hub offer for households seeking support.
<b>Oldham Cares</b>
The subsequent Early Help reorganisation will involve a wider range of partners including those from health in creating a multi-agency integrated offer.
<b>Other Partner Organisations</b>
See additional information.

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	Yes
<b>Residents</b>	Yes
<b>Local business community</b>	No
<b>Schools</b>	Yes
<b>Trade Unions</b>	Yes
<b>External Partners (if yes please specify below)</b>	Yes
See additional information.	
<b>Other Council Departments (if yes please specify below)</b>	Yes
See additional information.	
<b>Other (if yes please specify below)</b>	No
N/a	

## Benefits to the organisation/staff/customers including performance improvements

Improved partnership early help offer to deliver earliest possible help to children and families, in order to prevent escalation of need to higher levels of support and reduce re-referrals of children and families into services.

## Section C

### Key Risks and Mitigations:

Risk	Mitigation
Adverse social and economic impact of Covid-19 on communities will impact on potential for service improvements to achieve intended improvement in service outcomes and reduced referrals for specialist support.	Work with partners to maximise collective impact of improved early help offer.
N/a	N/a
N/a	N/a

### Key Development and Delivery Milestones:

Milestone	Timeline
Outline proposals to Departmental Management Team (DMT).	9 November.
Job descriptions in job evaluation.	Mid November to mid December 2020.
Restructure report to DMT.	8 December.
Formal staff consultation.	4 January 2021 - 18 February 2021.
Revise proposals and complete sign off.	Mid February 2021.
Restructure of Family Connect Service complete.	31 March 2021.

## Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	04-Jan-2021	18-Feb-2021
Trade Union	04-Jan-2021	18-Feb-2021
Public	09-Nov-2020	01-Feb-2021
Service User	not applicable	not applicable
Other	not applicable	not applicable

### Equality Impact Screening

Is there the potential for the proposed budget reduction to have a disproportionate adverse impact on any of the following?

Disabled people	No
Particular Ethnic Groups	No
Men or women (including impacts due to pregnancy/maternity)	No
People who are married or in a civil partnership	No
People of particular sexual orientation	No
People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	No
People on low incomes	No
People in particular age groups	No
Groups with particular faiths and beliefs	No

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	No
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## Section E

Finance Comments
<p>The proposal is to restructure the Early Help and Family Support Service with a simplified team structure that will realise staffing efficiencies of £40k (1.5FTE) in 2021/22 across the combined staffing budgets (totalling £2,854k).</p> <p>It should be noted that this proposal links to a separate, future years proposal for Early Help re-organisation, which will deliver more significant savings in 2022/23 and 2023/24. The Early Help service has consistently delivered, as a minimum, a balanced outturn and is forecast to do so again in 2020/21, for this reason it is envisaged that the proposed efficiency can be delivered.</p>

Signed RO	11-Dec-2020
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Signed Finance	06-Jan-2021
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Cabinet Member Signature		
Name and Date	Cllr A Chadderton	18-Jan-2021

**Additional Information (if required)**

Impact on other partner organisations:

The recommissioned Early Intervention offer will commence from 1 January 2021, and will be working closely with Council Early Help teams in providing Early Help support to children and families. A range of other partners in universal and targeted services will also be contributing to delivery of the refreshed Early Help strategy.

External partners:

Commissioned early intervention provider, health visitors, GPs, mental health and other services supporting children and families.

Other Council departments:

Other teams working with children and families in districts, including: children's social care, early years, education inclusion, district teams, community safety, housing.

<b>Responsible Officer :</b>	<b>Gerard Jones</b>
<b>Cabinet Member :</b>	<b>Cllr E Moores</b>
<b>Support Officer :</b>	<b>Elaine Devaney</b>

## BR1 - Section A

<b>Service Area :</b>	<b>Children in Care</b>
<b>Budget Reduction Title :</b>	<b>External Placements Cost Avoidance</b>

<b>Budget Reduction Proposal - Detail and Objectives :</b>												
<p>Proposal Objectives: To reduce spend on external placements by £1m using cost avoidance measures by the end of 2022/23.</p> <p>Budget Background Context: Children's Social Care budget (2020/21) for external placements has had a budget reduction of £934k applied for the current financial year linked, historically, to the previous service operating structure resulting in a budget of £7,890k for external placements and Independent Fostering Agencies (IFAs). There is a continued and significant pressure with predicted spend of £13,410k resulting in a forecast overspend of £5,520k for 2020/21. In addition to the unachievable budget reduction £1,320k of the additional placement cost pressures is due to the impact of COVID and on court directed placements which is included in the projected spend for 2020/21.</p> <p>Residential placements variation over the last 18 months:</p> <table border="0"> <tr> <td>April 2019</td> <td>33</td> <td>£4,329 per week</td> </tr> <tr> <td>October 2019</td> <td>27</td> <td>£4,086 per week</td> </tr> <tr> <td>April 2020</td> <td>38</td> <td>£4,110 per week</td> </tr> <tr> <td>October 2020</td> <td>48</td> <td>£4,410 per week</td> </tr> </table> <p>Whilst there was a decline in residential placement numbers from April to October 2019 there has been a significant increase in the last 18 months, with more complex needs of individual children resulting in higher payment costs. (Continued in additional information)</p>	April 2019	33	£4,329 per week	October 2019	27	£4,086 per week	April 2020	38	£4,110 per week	October 2020	48	£4,410 per week
April 2019	33	£4,329 per week										
October 2019	27	£4,086 per week										
April 2020	38	£4,110 per week										
October 2020	48	£4,410 per week										

<b>2020/21 Service Budget and Establishment</b>	<b>£000</b>
Employees	0
Other Operational Expenses	7,890
Income	(0)
<b>Total</b>	<b>7,890</b>

<b>Current Forecast (under) / overspend</b>	<b>5,520</b>
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<b>Number of posts (Full time equivalent)</b>	<b>0.00</b>
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	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>Proposed Budget Reduction (£000)</b>	<b>(500)</b>	<b>(500)</b>	<b>0</b>
<b>Proposed Staffing Reductions (FTE)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	<b>Ongoing</b>
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
Review of existing residential assets and their purpose.
<b>Service Delivery</b>
Increased focus on earlier intervention, prevention and edge of care, as well as internal placement provision- including fostering and the Adolescent Support Unit (ASU).
<b>Future expected outcomes</b>
Greater internal placement capacity alongside timely planning and scrutiny to return children home when its safe to do so, and to seek early permanence should reduce and manage our demand and flow.
<b>Organisation</b>
N/a
<b>Workforce</b>
Social Work staff will need to operate in line with core principles and practices whilst maintaining an awareness of risk, balancing each circumstance against the risks of not entering into LA care.
<b>Communities and Service Users</b>
N/a
<b>Oldham Cares</b>
N/a
<b>Other Partner Organisations</b>
N/a

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	No
<b>Residents</b>	No
<b>Local business community</b>	No
<b>Schools</b>	No
<b>Trade Unions</b>	No
<b>External Partners (if yes please specify below)</b>	No
N/a	
<b>Other Council Departments (if yes please specify below)</b>	No
N/a	
<b>Other (if yes please specify below)</b>	Yes
CSC Social Worker staff & Management.	

## Benefits to the organisation/staff/customers including performance improvements

Reducing the number of external placements (or specifically, mitigating new placements where possible to allow for current placements to expire due to age or step down) will improve the quality of care and outcomes our Children Looked After (CLA) achieve as they are more likely to be placed within Oldham Local Authority (LA) boundaries, and therefore in receipt of Oldham's wrap around health and social care offer rather than an outside LA.

## Section C

### Key Risks and Mitigations:

Risk	Mitigation
Internal Fostering/Kinship fostering capacity cannot meet demand from inflow/step down CLA placements.	See additional information.
Current external placements may not be appropriate, or over time may become inappropriate for the CLA's needs.	Continue to conduct placement review panels to ascertain the appropriateness of all current external placements.
Internal provision does not provide enough fostering capacity, this would lead to reliance on external provision where fostering placements are not found.	Expediate decision making on the Residential Review/Sufficiency Strategy proposals and rapidly execute actions to enhance internal provision capacity in line with current and projected future demand.

### Key Development and Delivery Milestones:

Milestone	Timeline
Restart the placement panel review process.	From November 2020, on a monthly basis.
Review existing internal residential provision and make recommendations on transforming our offer.	Dec 2020.
Develop redesigned residential offer.	April 2021.
Transition to new model.	July 2021.

## Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	09-Nov-2020	01-Feb-2021
Service User	not applicable	not applicable
Other	not applicable	not applicable

### Equality Impact Screening

Is there the potential for the proposed budget reduction to have a disproportionate adverse impact on any of the following?

Disabled people	Yes
Particular Ethnic Groups	No
Men or women (including impacts due to pregnancy/maternity)	No
People who are married or in a civil partnership	No
People of particular sexual orientation	No
People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	No
People on low incomes	No
People in particular age groups	Yes
Groups with particular faiths and beliefs	No

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	Yes
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## Section E

<b>Finance Comments</b>
See additional information.

Signed RO	11-Dec-2020
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Signed Finance	06-Jan-2021
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Cabinet Member Signature		
Name and Date	Cllr E Moores	18-Jan-2021

## Additional Information (if required)

Detail and objectives (Continued):

Key assumptions:

- 1)Based on our current trend we expect to see further demand for complex need residential placements in 2021-22
- 2)Social care expenditure is disaggregated from education and health expenditure in the values below – it is assumed that this expenditure ratio will remain unaltered throughout the period.
- 3)To reduce this overspend by £1,000,000 we would need to reduce residential placements by 5.

Cost Avoidance Activity:

Scrutiny across the system has resulted in mitigating £622,462 of additional costs in 2020-21

Actions to Mitigate Placement Demand and Costs:

- 1.New into Care Panel to provide oversight and planning for children entering the care system
- 2.Access to Resources Panel, weekly scrutiny with partner agencies to scrutinise and review all placement costs and to prevent children coming into care or to support rehabilitation at home as soon as possible.
- 3.Public Law Outline meeting to scrutinise all higher level needs to prevent children coming into care where it is safe and appropriate to do so.
- 4.Permanence planning monthly meeting scrutinising progress of plans through legal exit routes and rehabilitation home for young people
- 5.Legal Gateway monthly meetings to ensure pre proceedings preventative support is in place for families to mitigate risk. Where proceedings are necessary swift action is into court proceedings in a timely way.
- 6.Case closure monitoring meeting giving management challenge and decision making that where appropriate to do so cases are stepped down or closed.
- 7.Monthly placement contract review meetings detailing scrutiny of costs
- 8.Fostering placement stability and exemptions meeting to prevent escalation into more expensive placements and to agree whether fostering provision could be safely stretched.
- 9.Review of placement contracts value to explore 1% cost reduction.
- 10.Moving forward, commissioning (placements officers) are to attend all disruption meetings to mitigate risks of placement breakdown and the 'My place My home' placement request form is to be used for all external placement searches including Independent Fostering Agencies (IFAs).
- 11.Develop fostering provision for complex need young people developing solo and sibling placements. Creating a hub and spoke model fostering provision
- 12.Alongside the fostering model developing a no wrong door model of a short-term assessment/respite residential provision with therapeutic, education and family worker /advocate support
- 13.Achieved safe exits from care where appropriate among the cohort of 16+ Looked After Children going through "Going Home" Audits
- 14.Develop initiatives to bring young people back into borough and developing internal resources and commissioning strategy to mitigate the need for young people to be placed out of borough.

## Additional Information (if required)

### Risk 1 mitigation:

Ensure core social work activity includes robustly assessing all family members to ascertain those individuals who be eligible as kinship foster carers or who may look after the Children & Young People (CYP) as an alternative to them entering care at all.

Continue to develop mainstream fostering offer with specialised capacity for Children with Disabilities (CWD) and respite placements alongside a general uplift in Groups 1-5 skilled foster carers via the refreshed group skills payment policy.

### Finance Comments:

Placements within Children's Social Care has been under financial pressure for a number of years. There is predicted pressure of £5,520k, in part as a result of not being able to deliver budget reductions and also as a result of COVID-19, notwithstanding which, as demonstrated elsewhere, demand continues to increase. The proposal is to reduce the cost base for placements by £1,000k, equally over two financial years 2021/22 and 2022/23, clearly this will be a significant challenge particularly in the current operating environment and with the impact of COVID likely to be felt for a prolonged period. Measures have been put in place and continue to be developed, which together with longer term strategic actions (that will have a longer lead in time), will place the service in a strong position to deliver the reduction. Clearly there is a risk attached to the delivery of the cost reduction and finance colleagues will work closely with service colleagues to monitor and assist wherever possible in the delivery of the cost reduction.

	<b>Reference:</b>	<b>CHS-BR1-443</b>
<b>Responsible Officer</b>	<b>Elaine Devaney</b>	
<b>Cabinet Member:</b>	<b>Cllr Eddie Moores</b>	
<b>Support Officers</b>	<b>Shirley Woods-Gallagher and Sara Scholey</b>	

## Equality Impact Assessment Tool

<b>Service Area:</b>	<b>Children's Social Care</b>
<b>Budget Reduction Title:</b>	<b>Out of borough placement budget</b>

### Stage 1: Initial Assessment

<b>1a</b>	<b>Which service does this project, policy or proposal relate to?</b>					
	MTFP					
<b>1b</b>	<b>What is the project, policy or proposal?</b>					
	Cost avoidance of £1 million over two years on					
<b>1c</b>	<b>What are the main aims of the project, policy or proposal?</b>					
	The current placement budget is £6,914K with a predicted year end overspend of £4,564K for financial year 2020-21					
<b>1d</b>	<b>Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how?</b>					
	It will benefit the children looked after of whom Team Oldham are the corporate parents					
<b>1e</b>	<b>Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?</b>		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
			<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	Disabled people	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (includes impacts due to pregnancy / maternity)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People of particular sexual orientation/s	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in a Marriage or Civil Partnership	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths or beliefs	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>					
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

1f	What do you think the overall <b>NEGATIVE</b> impact on groups and communities will be?	None / Minimal	Significant
		<input checked="" type="checkbox"/>	<input type="checkbox"/>
1g	Using the screening and information in questions 1e and 1f, should a full assessment be carried out on the project, policy or proposal?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
		1h How have you come to this decision?	

## Stage 2: What do you know?

<b>What do you know already?</b>
<p>M/A offer within borough rather than negotiate with other LA areas and no guarantees within other LAs</p> <p>Strategic approach to bring CLA closer to Oldham thus providing a more coherent CYP service</p> <p>Our CLA want to be closer to Oldham in relation to education and contact</p> <p>There will always be Out of Borough placement need where appropriate to do so within a wider geographical footprint</p>
<b>What don't you know?</b>
<p>Currently undertaking review of Residential offer. High level strategic principles agreed but operational implementation impact work needs to be determined.</p> <p>Sufficiency statement and predicted modelling of what our in- house provision will look like</p>
<b>Further Data Collection</b>
<p>In the process of reviewing</p> <ul style="list-style-type: none"> <li>- Profile CLA</li> <li>- Performance data</li> </ul> <p>To make future decisions about level of provision</p>

## Summary (to be completed following analysis of the evidence above)

1e	<b>Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (includes impacts due to pregnancy / maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People of particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in a Marriage or Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing, or have undergone a	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	process or part of a process of gender reassignment				
	People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths or beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>				
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### Stage 3: What do we think the potential impact might be?

<b>3a</b>	<b>Who have you consulted with?</b>	
	Providers of CLA placements Partner consultation CICC Staff as part of residential review	
<b>3b</b>	<b>How did you consult? (include meeting dates, activity undertaken &amp; groups consulted)</b>	
	Online	
<b>3c</b>	<b>What do you know?</b>	
	Positive feedback about principles of offering services within Oldham rather than distant delivery	
<b>3d</b>	<b>What don't you know?</b>	
	Full outcome of residential review	
<b>3e</b>	<b>What might the potential impact on individuals or groups be?</b>	
	Generic (impact across all groups)	
	Disabled people	
	Particular ethnic groups	
	Men or women ( <i>include impacts due to pregnancy / maternity</i> )	
	People of particular sexual orientation/s	
	People in a Marriage or Civic Partnership	
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	
	People on low incomes	
	People in particular age groups	
	Groups with particular faiths and beliefs	
	Other excluded individuals ( <i>e.g. vulnerable residents, individuals at risk of loneliness, carers or service and ex-serving members of the armed forces</i> )	

## Stage 4: Reducing / Mitigating the Impact

4a	<b>What can be done to reduce or mitigate the impact of the areas you have identified?</b>	
	<b>Impact 1</b>	<b>Proposal</b>
	<b>Impact 2</b>	<b>Proposal</b>
	<b>Impact 3</b>	<b>Proposal</b>

4b	<b>Have you done, or will you do anything differently, as a result of the EIA?</b>
	No
4c	<b>How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?</b>
	We will continue to review and consult through implementation process and beyond to sense check appropriateness of provision is meeting needs.

<b>Conclusion</b>
<i>This section should record the overall impact, who will be impacted upon, and the steps being taken to reduce / mitigate the impact</i>
Review on-going.

## Stage 5: Signature

Role	Name	Date
Lead Officer	Elaine Devaney	
Approver Signatures	Dr Shirley Woods-Gallagher	18/01/2021

<b>EIA Review Date:</b>	TBC
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<b>Responsible Officer :</b>	<b>Gerard Jones</b>
<b>Cabinet Member :</b>	<b>Cllr A Chadderton</b>
<b>Support Officer :</b>	<b>Elaine Devaney</b>

## BR1 - Section A

<b>Service Area :</b>	<b>Children in Care</b>
<b>Budget Reduction Title :</b>	<b>Early Help Remodelling</b>

<b>Budget Reduction Proposal - Detail and Objectives :</b>
<p>Full redesign of integrated children and family early intervention services around localities. This remodelling looks to both make efficiencies in management costs but also cost reduction on higher level services by addressing demand and flow.</p> <p>By reorganising our universal and targeted children and family early intervention services including Early Help LA and commissioned services with Children's Centres and RightStart into multi-disciplinary teams working within a district.</p> <p>Our aim is to create more versatile teams with a blend of specialist workers and more general workers to flex and adapt to the needs and demands of families within each district.</p> <p>We will look to extend this model to include Youth Services and wider family and health services. By integrating these teams, we would also expect to reduce overheads and building space- utilising blended working arrangements with WFH and shared office/meeting space within the district.</p> <p>Objectives:</p> <ul style="list-style-type: none"> <li>• Reduce management costs through multi-disciplinary leadership</li> <li>• Increase effectiveness by managing cases holistically</li> <li>• Decrease escalation to Children's Social Care (CSC)</li> <li>• Decrease duplication of services offer</li> <li>• Reduced locality office space requirement due to flexible working</li> <li>• Reduce central office space requirements</li> </ul>

<b>2020/21 Service Budget and Establishment</b>	<b>£000</b>
Employees	3,593
Other Operational Expenses	4,419
Income	(4,487)
<b>Total</b>	<b>3,525</b>

<b>Current Forecast (under) / overspend</b>	<b>(78)</b>
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<b>Number of posts (Full time equivalent)</b>	<b>95.25</b>
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	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>Proposed Budget Reduction (£000)</b>	0	(200)	(300)
<b>Proposed Staffing Reductions (FTE)</b>	0.00	5.00	6.50

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	<b>Ongoing</b>
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
Moving more staffing into districts (on a blended working model) with a reduced need for office space.
<b>Service Delivery</b>
Integrated offer would develop multidisciplinary teams.
<b>Future expected outcomes</b>
Reduce demand on higher level CSC services.
<b>Organisation</b>
Systems integration needed.
<b>Workforce</b>
Reduced management with multidisciplinary workforce.
<b>Communities and Service Users</b>
More community-based services.
<b>Oldham Cares</b>
Integrated health and intervention offer could include Health Visiting, School Nursing, sexual health and mental health (Depending on detailed analysis of models and demand).
<b>Other Partner Organisations</b>
Impact on commissioned EH services.

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	Yes
<b>Residents</b>	Yes
<b>Local business community</b>	No
<b>Schools</b>	Yes
<b>Trade Unions</b>	Yes
<b>External Partners (if yes please specify below)</b>	Yes
Bridgewater NHS, Positive Steps,	
<b>Other Council Departments (if yes please specify below)</b>	Yes
Depending on scope; Communities & Youth, Districts,	
<b>Other (if yes please specify below)</b>	No
N/a	

**Benefits to the organisation/staff/customers including performance improvements**

A contribution to the Council's budget reduction targets in 2022/23 and 2023/24.

**Section C**

**Key Risks and Mitigations:**

Risk	Mitigation
A full set of risks and associated mitigations will be assessed as the redesign work progresses.	To be confirmed.
N/a	N/a
N/a	N/a

**Key Development and Delivery Milestones:**

Milestone	Timeline
A full set of milestones and associated timelines will be included as the redesign work progresses.	To be confirmed.
N/a	N/a
N/a	N/a
N/a	N/a

## Section D

Consultation Required?	Yes
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Dates and specific consultation requirements to be confirmed prior to 2022/23

	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	09-Nov-2020	01-Feb-2021
Service User	not applicable	not applicable
Other	not applicable	not applicable

**Equality Impact Screening** (To be confirmed prior to 2022/23)

Is there the potential for the proposed budget reduction to have a disproportionate adverse impact on any of the following?

Disabled people	
Particular Ethnic Groups	
Men or women (including impacts due to pregnancy/maternity)	
People who are married or in a civil partnership	
People of particular sexual orientation	
People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	
People on low incomes	
People in particular age groups	
Groups with particular faiths and beliefs	

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	TBC
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## Section E

<b>Finance Comments</b>
See additional information.

Signed RO	11-Dec-2020
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Signed Finance	08-Jan-2021
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Cabinet Member Signature		
Name and Date	Cllr A Chadderton	18-Jan-2021

**Additional Information (if required)**

Finance Comments:

The proposal is to redesign the Early Help Service with a full redesign of integrated children and family early intervention services around localities to deliver savings of £200k and £300k in each of 2022/23 and 2023/24. The remodelling will principally be focussed around the current Preventative Services Directorate but will also include other preventative and youth related services with Children's Services (including Family Support) plus related services in Communities and Reform. The proposal is clearly complex in nature, in both its design and implementation and for this reason savings are deferred to 2022/23, this prudently allows for the scope and timing of the review to be fully undertaken and to fully implement the proposed savings within the agreed timeframe.

<b>Reference :</b>	<b>CHS-BR1-440</b>
<b>Responsible Officer :</b>	<b>Gerard Jones</b>
<b>Cabinet Member :</b>	<b>Cllr S Mushtaq</b>
<b>Support Officer :</b>	<b>David Shaw</b>

## BR1 - Section A

<b>Service Area :</b>	<b>Education Strategy including Attainment</b>
<b>Budget Reduction Title :</b>	<b>Quality and Effectiveness Support Team - Service Efficiency / Review</b>

<b>Budget Reduction Proposal - Detail and Objectives :</b>
<p>The Special Educational Needs and Disability (SEND) service incorporates teams dedicated to supporting schools and settings identify and meet additional or SEND needs of children and young people. The Quality and Effectiveness Support Team (QEST) and the Physical Disability team operate within the SEND service.</p> <p>The QEST team are currently carrying 3.4 FTE teacher vacancies. Currently 1.6 teachers and 1 teaching assistant from the QEST team (3 posts = 2.34 FTE) and 1 teacher (1 post = 1FTE) from the Physical Disability team have requested voluntary redundancy. Requests for voluntary redundancy have been granted - two post holders left on 31 December 2020 and two will leave on 31 March 2021 so that the current traded service level agreements in place for the 2020/21 financial year can be delivered.</p> <p>This will result in a combined saving of £192k compared with the original anticipated £100k saving.</p> <p>The remaining team members and vacancies have been reviewed to create a new structure for the QEST team, due to commence on 1 April 2021.</p> <p>The structure and composition of the new team has been developed in co-production with the sector to ensure it is a highly valued service delivering efficient and effective impact for children and young people.</p>

<b>2020/21 Service Budget and Establishment</b>	<b>£000</b>
Employees	587
Other Operational Expenses	75
Income	(544)
<b>Total</b>	<b>118</b>

<b>Current Forecast (under) / overspend</b>	<b>(61)</b>
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<b>Number of posts (Full time equivalent)</b>	<b>12.34</b>
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	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>Proposed Budget Reduction (£000)</b>	<b>(192)</b>	<b>0</b>	<b>0</b>
<b>Proposed Staffing Reductions (FTE)</b>	<b>3.38</b>	<b>0.00</b>	<b>0.00</b>

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	<b>Ongoing</b>
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
None.
<b>Service Delivery</b>
Service delivery model to be reviewed and redeveloped through the creation of the new integrated team.
<b>Future expected outcomes</b>
Increased team activity across the primary and secondary sector focussed on supporting schools to prevent and reduce the use of fixed term and permanent exclusions, including for children and young people with additional or SEND.
<b>Organisation</b>
N/a
<b>Workforce</b>
Reduction of the posts outlined above will results in some changes to line management and re-distribution of duties.
<b>Communities and Service Users</b>
An opportunity to review how best to meet the needs of service users through co-produced review.
<b>Oldham Cares</b>
N/a
<b>Other Partner Organisations</b>
The Learning Academy may be able to support this approach by delivering some of the training through bookable or online training courses, which are currently provided by one of the members of staff.

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	Yes
<b>Residents</b>	Yes
<b>Local business community</b>	No
<b>Schools</b>	Yes
<b>Trade Unions</b>	No
<b>External Partners (if yes please specify below)</b>	No
N/a	
<b>Other Council Departments (if yes please specify below)</b>	No
N/a	
<b>Other (if yes please specify below)</b>	No
N/a	

### Benefits to the organisation/staff/customers including performance improvements

The post reduction identified above has been requested as part of the voluntary redundancy process but supports the overall intention to reduce costs and review service delivery.

## Section C

### Key Risks and Mitigations:

Risk	Mitigation
Re-distribution of work and line management.	Vacancies exist in the current QEST team. These will be utilised as part of the restructure of the teams to support a new delivery model.
N/a	N/a
N/a	N/a

### Key Development and Delivery Milestones:

Milestone	Timeline
Approve VR request.	30 November 2020.
Develop a new service structure and delivery model for the new team.	Early 2021.
N/a	N/a
N/a	N/a

## Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	09-Nov-2020	01-Feb-2021
Service User	not applicable	not applicable
Other	not applicable	not applicable

### Equality Impact Screening

Is there the potential for the proposed budget reduction to have a disproportionate adverse impact on any of the following?

Disabled people	Yes
Particular Ethnic Groups	No
Men or women (including impacts due to pregnancy/maternity)	No
People who are married or in a civil partnership	No
People of particular sexual orientation	No
People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	No
People on low incomes	No
People in particular age groups	No
Groups with particular faiths and beliefs	No

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	Yes
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## Section E

Finance Comments
There are 3.38 FTE VR applications within the QEST and Physical Disabilities teams with a total value of £192k, the proposal is to reduce the budget of the QEST service by the value of the VR saving. The QEST service is currently forecasting a £61k underspend, the saving from the currently vacant post is netted down with an income shortfall of £129k of which £76k relates to 'business as usual' (the remainder relating COVID-19). The service restructure will need to be carefully monitored to ensure that reconfigured service can be delivered within the resources available.

Signed RO	11-Dec-2020
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Signed Finance	06-Jan-2021
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Cabinet Member Signature		
Name and Date	Cllr S Mushtaq	18-Jan-2021



	<b>Reference:</b>	<b>CHS-BR1-440</b>
<b>Responsible Officer</b>	<b>David Shaw</b>	
<b>Cabinet Member:</b>	<b>Cllr Mushtaq</b>	
<b>Support Officer</b>	<b>N/A</b>	

## Equality Impact Assessment Tool

<b>Service Area:</b>	<b>Quality Effectiveness Support Team (QEST)</b>
<b>Budget Reduction Title:</b>	<b>Service review of SEND QEST Team CHS- BR1-440</b>

### Stage 1: Initial Assessment

<b>1a</b>	<b>Which service does this project, policy or proposal relate to?</b>
	SEND QEST Team
<b>1b</b>	<b>What is the project, policy or proposal?</b>
	<p>The SEND service incorporates teams dedicated to supporting schools and settings identify and meet additional or SEND needs of children and young people. The Quality and Effectiveness Support Team (QEST) and the Physical Disability team operate within the SEND service.</p> <p>The QEST team are currently carrying 3.4 FTE teacher vacancies. Currently 1.6 teachers and 1 teaching assistants from the QEST team (3 posts = 2.34 FTE) and 1 teacher (1 post = 1FTE) from the Physical Disability team have requested voluntary redundancy.</p> <p>Requests for voluntary redundancy have been granted - two posts left on 31 December 2020 and two will leave on 31 March 2021 so that the current traded service level agreements in place for the 2020/21 financial year can be delivered.</p> <p>This will result in a combined saving of £192k compared with the original anticipated £100k saving.</p>
<b>1c</b>	<b>What are the main aims of the project, policy or proposal?</b>
	<p>To reduce the costs associated to the high needs block section of the Dedicated Schools Grant, which is currently overspent and subject to a DSG recovery plan from the Education and Skills Funding Agency.</p> <p>The project aims to reduce operating costs by accepting voluntary redundancy requests. This covers the QEST team (2.34 FTE posts) and Physical Disability team (1 FTE post).</p> <p>The impact of reducing operating costs will be mitigated by using the existing vacancies in the QEST team to recruit in a flexible way that provides capacity in the team and efficient operation to the Council, such as on a secondment basis.</p> <p>The impact of the reduction of 1 FTE in the Physical Disability team will be mitigated by the creation of an Additional Resource Base provision in an Oldham mainstream school by September 2021. This will enable expertise and training to be provided by the resource base staff, who will be supported by partner special schools.</p>

<b>1d</b>	<b>Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how?</b>			
	It is expected that the reduction to the current QEST team will be mitigated by the flexible use of the vacancies being carried by the team. This should also bring the benefit of additional skills and sector expertise. This will need to be carefully managed to ensure that the timescale for recruitment is achieved by the 1 <sup>st</sup> April 2021 to ensure that the traded offer to schools and core work of the QEST team is at least maintained or enhanced.			
	The QEST team support children, young people and schools and therefore the proposal will impact on this group.			
	The reduction to the Physical Disability team will reduce the service the Council can provide to physically disabled children and young people attending schools/settings. However, this service is non-statutory and whilst the team will reduce by 1FTE a member of staff will still be available to support children, young people and schools.			
Any support that is not available through the Physical Disability team due to the reduction in staffing, will be available at a cost through partner special schools from January 2021 or from the Additional Resource Base provision from September 2021.				

<b>1e</b>	<b>Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (includes impacts due to pregnancy / maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People of particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in a Marriage or Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths or beliefs (assuming the schools are not faith based)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>				
	N/A	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	N/A	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>1f</b>	<b>What do you think the overall <b>NEGATIVE</b> impact on groups and communities will be?</b>	<b>None / Minimal</b>	<b>Significant</b>
		<input checked="" type="checkbox"/>	<input type="checkbox"/>

<b>1g</b>	<b>Using the screening and information in questions 1e and 1f, should a full assessment be carried out on the project, policy or proposal?</b>	<b>Yes</b> <input type="checkbox"/>
		<b>No</b> <input checked="" type="checkbox"/>

<b>1h</b>	<b>How have you come to this decision?</b>
	The impact is expected to be minimal/none for the QEST team. The impact is expected to be minimal for the Physical Disability team as whilst the proposal will reduce the Council service in this area, alternative service providers are available.

## Stage 2: What do you know?

<b>What do you know already?</b>	
<p>The project aims to reduce operating costs by accepting voluntary redundancy requests. This covers the QEST team (2.34 FTE posts) and Physical Disability team (1 FTE post).</p> <p>The impact of reducing operating costs will be mitigated by using the existing vacancies in the QEST team to recruit in a flexible way that provides capacity in the team and efficient operation to the Council, such as on a secondment basis.</p> <p>The impact of the reduction of 1 FTE in the Physical Disability team will be mitigated by the creation of an Additional Resource Base provision in an Oldham mainstream school by September 2021. This will enable expertise and training to be provided by the resource base staff, who will be supported by partner special schools.</p> <p>All of the posts (4 posts) identified above have requested voluntary redundancy and have been recommended for approval.</p>	
<b>What don't you know?</b>	
N/A	
<b>Further Data Collection</b>	
N/A	

## Summary (to be completed following analysis of the evidence above)

1e	Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?				
		None	Positive	Negative	Not sure
	Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (includes impacts due to pregnancy / maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People of particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in a Marriage or Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths or beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>				
	N/A	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	N/A	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Stage 3: What do we think the potential impact might be?

3a	<b>Who have you consulted with?</b>	
	Schools and Settings, SMT, DMT, Elected Member, Education and Early Years Leadership Team. SEND Partnership Board.	
3b	<b>How did you consult? (include meeting dates, activity undertaken &amp; groups consulted)</b>	
	A series of meetings over the autumn term 2020.	
3c	<b>What do you know?</b>	
	As described in Stage 2.	
3d	<b>What don't you know?</b>	
	N/A	
3e	<b>What might the potential impact on individuals or groups be?</b>	
	Generic (impact across all groups)	None
	Disabled people	Reduction in Council funded support for children and young people with physical disabilities. However, this is mitigated by retaining a current

		member of the Physical Disability team and signposting to other service partners.
	Particular ethnic groups	None
	Men or women ( <i>include impacts due to pregnancy / maternity</i> )	None
	People of particular sexual orientation/s	None
	People in a Marriage or Civic Partnership	None
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	None
	People on low incomes	None
	People in particular age groups	None
	Groups with particular faiths and beliefs	None
	Other excluded individuals ( <i>e.g. vulnerable residents, individuals at risk of loneliness, carers or service and ex-serving members of the armed forces</i> )	None

#### Stage 4: Reducing / Mitigating the Impact

<b>4a</b>	<b>What can be done to reduce or mitigate the impact of the areas you have identified?</b>	
	<b>Impact 1</b>	<b>Proposal</b>
	Reduction in the Council funded support for children and young people with physical disabilities by 1FTE.	Retain one of the Physical Disability team. Engage with partner organisations to provide support (at additional cost). Develop an Additional Resource Provision to support children and young people with physical disabilities in an Oldham mainstream school, including training from specialist providers.
	<b>Impact 2</b>	<b>Proposal</b>
	N/A	N/A
	<b>Impact 3</b>	<b>Proposal</b>
	N/A	N/A

<b>4b</b>	<b>Have you done, or will you do anything differently, as a result of the EIA?</b>
	No

<b>4c</b>	<b>How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?</b>
	Engagement with the existing member of the Physical Disability team, feedback from schools, children and young people via the range of existing consultative groups.

<b>Conclusion</b>
<i>This section should record the overall impact, who will be impacted upon, and the steps being taken to reduce / mitigate the impact</i>
As outlined above, the impact of the QEST team proposal will have no detrimental impact, instead it is expected to extend the offer available to service users. This is
The reduction to the Physical Disability team has been considered and mitigation enough to provide minimal impact on service users.

### Stage 5: Signature

Role	Name	Date
Leade Officer	David Shaw	27.11.2020
Approver Signatures	David Shaw	27.11.2020

<b>EIA Review Date:</b>	TBC
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<b>Reference :</b>	<b>CHS-BR1-441</b>
<b>Responsible Officer :</b>	<b>Gerard Jones</b>
<b>Cabinet Member :</b>	<b>Cllr S Mushtaq</b>
<b>Support Officer :</b>	<b>David Shaw</b>

## BR1 - Section A

<b>Service Area :</b>	<b>Education Strategy including Attainment</b>
<b>Budget Reduction Title :</b>	<b>Special Educational Needs &amp; Disability (SEND) Education Provision</b>

<b>Budget Reduction Proposal - Detail and Objectives :</b>
<p>This proposal relates to cost avoidance plans for Dedicated Schools Grant (DSG) funding and links to the DSG recovery plan.</p> <p>The Special School Sufficiency Report identified a variety of medium-term actions focussed upon identifying how to develop the in-borough provision so that children and young people currently placed out of the borough could return to provision in Oldham. Any change in provision will be considered as part of the annual review process. There is a risk that where annual reviews identify a change in provision is suitable, parents and/or young people may disagree and challenged via mediation or Tribunal.</p> <p>The cost avoidance measures outlined include a total £2.1m reduction in costs. This will be achieved through a £1.5m reduction for placement costs and £600k reduction to SEND transport costs.</p> <p>The main primary need of the children and young people educated outside of the borough is Social, Emotional &amp; Mental Health (SEMH) and Autistic Spectrum Disorder (ASD). This totals 19 pupils with ASD needs and 39 pupils with SEMH needs across primary, secondary and post 16 age ranges.</p> <p>(Continued in additional information below)</p>

<b>2020/21 Service Budget and Establishment</b>	<b>£000</b>
Employees	0
Other Operational Expenses	2,781
Income	(0)
<b>Total</b>	<b>2,781</b>

<b>Current Forecast (under) / overspend</b>	<b>361</b>
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<b>Number of posts (Full time equivalent)</b>	<b>0.00</b>
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	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>Proposed Budget Reduction (£000)</b>	<b>(114)</b>	<b>(114)</b>	<b>(372)</b>
<b>Proposed Staffing Reductions (FTE)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	<b>Ongoing</b>
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
Halcyon Way Free School has already been approved but has already been delayed. The anticipated January 2022 opening date has been confirmed by the Department for Education (DfE) but this is not guaranteed.
<b>Service Delivery</b>
See additional information.
<b>Future expected outcomes</b>
High quality provision that strengthens the continuum of provision available in Oldham so that high cost out of borough placements are very rarely required.
<b>Organisation</b>
N/a
<b>Workforce</b>
SEND officers and the resource panel will need to maintain awareness that until provision in Oldham is available, out of borough placements may still be required.
<b>Communities and Service Users</b>
Better local provision for children, young people and their families.
<b>Oldham Cares</b>
Potential impact on increased service delivery requirements as provision in Oldham increases. The Designated Clinical Officer and Service Manager for Children with Disabilities are part of exploratory work to further develop provision and are members of the resource panel.
<b>Other Partner Organisations</b>
Links with the special school multi academy trusts and other mainstream primary and secondary schools are crucial to this project. The local partnership has strong existing links with the Parent Carer Forum and POINT.

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	Yes
<b>Residents</b>	Yes
<b>Local business community</b>	No
<b>Schools</b>	Yes
<b>Trade Unions</b>	Yes
<b>External Partners (if yes please specify below)</b>	Yes
See other partner organisations impact, above.	
<b>Other Council Departments (if yes please specify below)</b>	Yes
Children's Social Care.	
<b>Other (if yes please specify below)</b>	Yes
Clinical Commissioning Group.	

## Benefits to the organisation/staff/customers including performance improvements

Improving the provision in Oldham will enable local children and young people to be educated in Oldham. The increased availability of suitable SEMH and ASD placements will enable more children and young people to achieve the outcomes identified in their EHCP and succeed in their chosen life.

## Section C

### Key Risks and Mitigations:

Risk	Mitigation
Development of the enhanced pathways is delayed or unachievable within the timescale provided.	Pilot work taking place with the provider to establish the new approach from November 20 onwards.
The Halcyon Way Free School development is further delayed.	On-going dialogue with the DfE and the academy trust around the timescale for development and curriculum provision available between Kingfisher special school and Halcyon Way.
N/a	N/a

### Key Development and Delivery Milestones:

Milestone	Timeline
Continue to engage with partner organisations and agree timescales for implementation.	Early 2021.
Formal decision on budget reduction proposal.	4 March 2021.
N/a	N/a
N/a	N/a

## Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	09-Nov-2020	01-Feb-2021
Service User	not applicable	not applicable
Other	not applicable	not applicable

### Equality Impact Screening

Is there the potential for the proposed budget reduction to have a disproportionate adverse impact on any of the following?

Disabled people	Yes
Particular Ethnic Groups	No
Men or women (including impacts due to pregnancy/maternity)	No
People who are married or in a civil partnership	No
People of particular sexual orientation	No
People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	No
People on low incomes	Yes
People in particular age groups	No
Groups with particular faiths and beliefs	No

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	Yes
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## Section E

<b>Finance Comments</b>
See additional information.

Signed RO	11-Dec-2020
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Signed Finance	07-Jan-2021
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Cabinet Member Signature		
Name and Date	Cllr S Mushtaq	18-Jan-2021

## Additional Information (if required)

Developing ASD and SEMH provision pathways – non-capital and approved Free School provision:

- Work is underway with a local Special School Multi-Academy Trust (MAT) to develop an 'engagement' pathway to provide high quality provision in borough for children and young people with SEMH needs. There are no capital costs associated with this development, instead funding will be delivered through the current Published Admissions Number (PAN) at one of the schools and over capacity per pupil place funding.
- This is currently a gap in provision, and it is anticipated that this pathway will be available for 15 children and young people currently placed out of Oldham or on bespoke provision from the Summer term 2021.
- In addition, work is underway to develop additional provision at another special school for 10-20 children and young people from out of borough placements with ASD needs. There are no capital costs associated with this development, instead funding will be delivered through the current PAN and over capacity per pupil place funding.
- As part of the development of Halcyon Way with the Kingfisher Learning Trust, it is planned that the 7 primary age children currently placed out of borough will be placed at either Halcyon Way or Kingfisher Special Schools from January 2022. Council officers have met with the Kingfisher Learning Trust in September to review the organisation of children currently on roll at Kingfisher and discussed how through curriculum and provision development a wider range of SEND needs may be accommodated. This work is being completed by the Trust, and Council officers received an update in December 2020, to include in place planning forecasts.

Developing ASD and SEMH pathways - capital:

- Additional capital work is being considered to support the development of additional SEMH and ASD provision. This work is currently being explored and scoping activity underway.

Further work will continue to explore options to increase in borough provision, including work to support mainstream schools through development of resource base provision to meet need and avoid transition to special schools for some children and young people.

Impact on service delivery:

All placement provision is agreed via a multi-agency resource panel. In borough placements are the preferred option with recognition that certain gaps currently exist where out of borough may be requested by parents or young people. Whilst provision is unavailable in Oldham there is the potential for increased numbers of children and young people to be educated out of the borough.

Finance comments:

The Dedicated Schools Grant saving is based on an estimate of 73 pupils educated Out of Borough. A saving of £1.555m is assumed if all 73 pupils come back in borough. The saving assumes an average cost for Out of Borough provision of £45,000 per place and an 'in borough' cost of £20,000 per ASD place and £25,000 per SEMH place. The actual costs of each place will vary and will increase/decrease the estimated saving of £1.5m accordingly. Out of Borough placements is very much a demand led and volatile area of service provision and careful monitoring will be required to ensure delivery of the cost reduction.

In addition, there is an estimated saving to the general fund of Home to School Transport of £600k, specifically in relation to bringing Out of Borough SEND pupils back into the Borough. Home to school transport has had significant investment to compensate for increased costs and demand/ service provision, pressures continue, now wholly in relation to COVID and the requirement for social distancing on school transport. The timescale for this enhanced provision cannot be predicted, the cost of provision will need to be carefully monitored to ensure the efficiency can be delivered.

**Additional Information (if required)**

The savings can be split as follows:-

Year	DSG £000's	General Fund £000's	Total £000's
2021/22	286	114	400
2022/23	286	114	400
2023/24	928	372	1,300



	<b>Reference:</b>	<b>CHS-BR1-441</b>
<b>Responsible Officer</b>	<b>David Shaw/Paula Green</b>	
<b>Cabinet Member:</b>	<b>Cllr Mushtaq</b>	
<b>Support Officer</b>	<b>N/A</b>	

## Equality Impact Assessment Tool

<b>Service Area:</b>	<b>SEND Service</b>
<b>Budget Reduction Title:</b>	<b>SEND Education Provision</b>

### Stage 1: Initial Assessment

<b>1a</b>	<b>Which service does this project, policy or proposal relate to?</b>
	SEND Service
<b>1b</b>	<b>What is the project, policy or proposal?</b>
	Efficiency savings and cost reductions in the high needs block relating to out of borough education provision and placement expenditure. To ensure that children and young people are educated in the borough that they reside with appropriate provision and placements in Oldham Local authority.
	Developing SEMH and ASD provision pathways which will involve school expansion using basic needs funding capital allocation. Proposal
	Further work to explore options to increase in borough mainstream provision, through development of resource base provision to meet need and avoid transition to special schools for some children and young people.
	Proposals; 1 x Primary Resource provision (12 places) or 2 x 6 places at 2 schools 1 x Secondary Resource provision (12 places) or 2 x 6 places at 2 schools 1 x Engagement pathway x 15 places Potential expansion of Spring Brook School x 42 places Potential expansion of Hollinwood Academy x 10/20 paces Potential commission at the Specialist Learning Centre x 10 places
All of the places above are for children and young people with an Education, Health and Care Plan (EHCP) so will not be subject to allocation policy restrictions based along faith grounds/attendance at church etc.	
These provisions will be based at good and outstanding schools with the exception of Spring Brook School who are currently a requires improvement school. However, they are part of an outstanding Multi academy trust and have a rapid improvement plan in place.	

<b>1c</b>	<b>What are the main aims of the project, policy or proposal?</b>				
	<p>To reduce the high needs block (out of borough) part of the DSG by a total of £1.5 million and ensure children and young people are able to be educated in Oldham rather than outside of the borough.</p> <p>This will be a positive impact for those families who would not have to travel out of borough and incur costs (fuel/public transport/taxis). Could potentially mean children can arrive at school earlier to take advantage of breakfast clubs and before/after school/extra-curricular activities.</p> <p>This project is an invest to save project and will reduce the expenditure in the high needs block and also on home to school transport costs.</p>				
<b>1d</b>	<b>Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how?</b>				
	<p>A benefit of 73 children and young people currently educated outside of the borough and also children and young people in mainstream provision that would benefit from resource or special school provision.</p> <p>The main primary needs of the children and young people educated outside of the borough are SEMH and ASD. This totals 39 pupils with SEMH needs and 19 pupils with ASD needs across primary, secondary and post 16 age ranges.</p>				
<b>1e</b>	<b>Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	Disabled people (positive due to reasons stated above)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (includes impacts due to pregnancy / maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People of particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in a Marriage or Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes (positive due to reasons stated above)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths or beliefs (assuming the schools are not faith based)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>				
N/A	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
N/A	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>1f</b>	<b>What do you think the overall NEGATIVE impact on groups and communities will be?</b>	<b>None / Minimal</b>		<b>Significant</b>	
		<input checked="" type="checkbox"/>		<input type="checkbox"/>	

<b>1g</b>	<b>Using the screening and information in questions 1e and 1f, should a full assessment be carried out on the project, policy or proposal?</b>	Yes <input type="checkbox"/>
		No <input checked="" type="checkbox"/>
<b>1h</b>	<b>How have you come to this decision?</b>	
	The impact is positive. There is no detrimental or disproportionate impact on any group.	

## Stage 2: What do you know?

<b>What do you know already?</b>
<p>With increasing demand on special school places and specific gaps in provision, a number of CYP who reside in Oldham are educated in independent provision or outside of the borough. The total cost for out of borough placements is £3.3 million (not including tripartite/joint arrangements or in borough independent special schools).</p> <p>There are currently 73 Oldham pupils being educated outside of Oldham in out of borough provision (solely education placements). The largest cohort educated outside the borough is secondary, followed by post 16. There is a small number in Key Stage 2 but none in Key Stage 1.</p> <p>The main primary needs of the children and young people educated outside of the borough is SEMH and ASD.</p> <p>Building and improving provision in Oldham LA will enable children and young people currently educated outside of the borough to be educated back in Oldham in provision appropriate for their SEND.</p> <p>This will reduce the out of borough strand of the high needs block significantly and estimated savings are £1.5 million.</p>
<b>What don't you know?</b>
N/A
<b>Further Data Collection</b>
N/A

## Summary (to be completed following analysis of the evidence above)

<b>1e</b>	<b>Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (includes impacts due to pregnancy / maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People of particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in a Marriage or Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths or beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>					
	N/A	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	N/A	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### Stage 3: What do we think the potential impact might be?

<b>3a</b>	<b>Who have you consulted with?</b>	
	Schools and Settings, SMT, DMT, Education Provision Group, Elected Member, Leadership.  The consultation with parents will be initiated once cabinet approval for the capital and revenue costs has been agreed.	
<b>3b</b>	<b>How did you consult? (include meeting dates, activity undertaken &amp; groups consulted)</b>	
	A series of meetings over the academic year 2020/2021.	
<b>3c</b>	<b>What do you know?</b>	
	As described in Stage 2.	
<b>3d</b>	<b>What don't you know?</b>	
	N/A	
<b>3e</b>	<b>What might the potential impact on individuals or groups be?</b>	
	Generic (impact across all groups)	None
	Disabled people	Ensuring the right and better provision in the LA for those with SEND  Positive Impact.
	Particular ethnic groups	None
	Men or women ( <i>include impacts due to pregnancy / maternity</i> )	None
	People of particular sexual orientation/s	None
	People in a Marriage or Civic Partnership	None
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	None
	People on low incomes	None
	People in particular age groups	None

	Groups with particular faiths and beliefs	None
	Other excluded individuals (e.g. vulnerable residents, individuals at risk of loneliness, carers or service and ex-serving members of the armed forces)	None

**Stage 4: Reducing / Mitigating the Impact**

<b>4a</b>	<b>What can be done to reduce or mitigate the impact of the areas you have identified?</b>	
	<b>Impact 1</b>	<b>Proposal</b>
	N/A	N/A
	<b>Impact 2</b>	<b>Proposal</b>
	N/A	N/A
	<b>Impact 3</b>	<b>Proposal</b>
	N/A	N/A

<b>4b</b>	<b>Have you done, or will you do anything differently, as a result of the EIA?</b>
	No
<b>4c</b>	<b>How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?</b>
	N/A

<b>Conclusion</b>	
<i>This section should record the overall impact, who will be impacted upon, and the steps being taken to reduce / mitigate the impact</i>	
There is no detrimental or disproportionate impact on any group.	
This proposal will ensure children can be educated in the right provision in the borough that they reside in.	

## Stage 5: Signature

<b>Role</b>	<b>Name</b>	<b>Date</b>
<b>Leade Officer</b>	David Shaw	27.11.2020
	Paula Green	27.11.2020
<b>Approver Signatures</b>	David Shaw	27.11.2020

<b>EIA Review Date:</b>	TBC
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Responsible Officer :	Gerard Jones
Cabinet Member :	Cllr S Fielding
Support Officer :	Jon Bloor

## BR1 - Section A

Service Area :	Skills and Employment
Budget Reduction Title :	Reduction in Traineeship Programme

### Budget Reduction Proposal - Detail and Objectives :

The Get Oldham Working Traineeship Programme funding was approved in March 2019. The Oldham traineeship is an "intermediate labour market" (ILM) scheme which has created employment opportunities for Oldham residents who have been out of work for six months or more; and provides a paid opportunity to someone who has potential, however they may lack confidence or 100% skill / ability to undertake the full job role. It is different to "work experience" programmes as it is highly effective at moving citizens into sustained employment and off welfare to work benefits. The Get Oldham Working team provide in-work support with the intention to support trainees into better paid employment.

The programme is open to all ages and has numerous benefits including the ability to refresh skills or learn new ones on the job; it's a vocational learning method rather than academically led with a strong correlation or pathway with the apprenticeship pathway. The scheme provides 50% wage incentive to employers and is based upon similar ILM schemes.

The proposal is to reduce this scheme by £65,000 to support the budget cuts this equates to 15 placements per year. The reduction in the funding will be, in some part mitigated by the management of the KickStart programme whereby HM Government provides 100% of the salary, albeit on National Minimum wage.

The budget reduction will only affect future cohorts so no individuals are currently affected.

### 2020/21 Service Budget and Establishment

	£000
Employees	129
Other Operational Expenses	10
Income	(10)
<b>Total</b>	<b>129</b>

### Current Forecast (under) / overspend

(39)

### Number of posts (Full time equivalent)

0.00

	2021/22	2022/23	2023/24
Proposed Budget Reduction (£000)	(65)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

### Is your proposal a "one-off" in 2021/22 or is it ongoing?

Ongoing

## Section B

What impact does the proposal have on the following? :

<b>Property</b>
None.
<b>Service Delivery</b>
It reduces the pre-recruitment support for Greater Manchester Combined Authority (GMCA) Work and Health programme providers in Oldham but the intention is to swap the scheme to the KickStart programme (although this is targeted at 18-24 year olds only).
<b>Future expected outcomes</b>
Less support for long term unemployed citizens (current scheme supported 50% who had been unemployed for 12 months or more and 10% who had been unemployed for 5 years or more).
<b>Organisation</b>
None.
<b>Workforce</b>
No major impact.
<b>Communities and Service Users</b>
Minimal impact.
<b>Oldham Cares</b>
None.
<b>Other Partner Organisations</b>
Minor reduction in outcomes for JobCentre Plus, Ingeus and Maximus.

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	Yes
<b>Residents</b>	Yes
<b>Local business community</b>	Yes
<b>Schools</b>	No
<b>Trade Unions</b>	No
<b>External Partners (if yes please specify below)</b>	Yes
Job Centre Plus, Ingeus & Maximus.	
<b>Other Council Departments (if yes please specify below)</b>	Yes
Environmental services – key recipient of the scheme	
<b>Other (if yes please specify below)</b>	No
N/a	

**Benefits to the organisation/staff/customers including performance improvements**

A £0.065m contribution to the Council's 2021/22 budget gap requirement.

## Section C

**Key Risks and Mitigations:**

<b>Risk</b>	<b>Mitigation</b>
Loss of opportunities will reduce response to unemployment.	Reduce impact by supporting KickStart to support 18-24 year olds. Maximise delivery of Job Entry : Targeted Support (JE:TS) and Social and Solidarity Economy (SSE) projects.
Environmental Services Land Based Academy will have reduced capacity.	Work with the team to utilise alternative provision e.g. Kickstart.
N/a	N/a

**Key Development and Delivery Milestones:**

<b>Milestone</b>	<b>Timeline</b>
Conclusion of Public consultation.	1 February 2021.
Responses to consultation reviewed.	8 February 2021.
Formal decision on budget proposal.	4 March 2021.
N/a	N/a

## Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	09-Nov-2020	01-Feb-2021
Service User	not applicable	not applicable
Other	not applicable	not applicable

### Equality Impact Screening

Is there the potential for the proposed budget reduction to have a disproportionate adverse impact on any of the following?

Disabled people	No
Particular Ethnic Groups	No
Men or women (including impacts due to pregnancy/maternity)	No
People who are married or in a civil partnership	No
People of particular sexual orientation	No
People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	No
People on low incomes	No
People in particular age groups	Yes
Groups with particular faiths and beliefs	No

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	Yes
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## Section E

Finance Comments
The reduction of £0.065m will be achieved by revising the way in which trainees and apprenticeships are engaged.

Signed RO	15-Oct-2020
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Signed Finance	08-Jan-2021
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Cabinet Member Signature		
Name and Date	Cllr S Fielding	18-Jan-2021

	<b>Reference:</b>	<b>CHS-BR1-437</b>
<b>Responsible Officer</b>	<b>Jonathan Bloor</b>	
<b>Cabinet Member:</b>	<b>Mohon Ali</b>	
<b>Support Officer</b>	<b>Jonathan Phillips</b>	

## Equality Impact Assessment Tool

<b>Service Area:</b>	<b>Get Oldham Working</b>
<b>Budget Reduction Title:</b>	<b>Reduction in Traineeship Programme</b>

### Stage 1: Initial Assessment

<b>1a</b>	<b>Which service does this project, policy or proposal relate to?</b>				
	Get Oldham Working Traineeship				
<b>1b</b>	<b>What is the project, policy or proposal?</b>				
	Budget reduction in the existing programme				
<b>1c</b>	<b>What are the main aims of the project, policy or proposal?</b>				
	The project was an intermediate labour market scheme which provided a 50% wage subsidy to employers to recruit someone who was long- term unemployed (1 year or more). It does not target any specific group or cohort other than length of time claiming. The KickStart programme will provide a short term solution for those aged 18-24 but it will not support the over 25s (75% of previous cohorts have been aged 25 and above).				
<b>1d</b>	<b>Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how?</b>				
	The removal of funding will stop the creation of 20 future traineeships. This will reduce support for long term unemployed citizens.				
<b>1e</b>	<b>Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?</b>				
		<b>None</b>	<b>Positive</b>	<b>Negative</b>	<b>Not sure</b>
	Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (includes impacts due to pregnancy / maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People of particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in a Marriage or Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths or beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>				
		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1f	What do you think the overall <b>NEGATIVE</b> impact on groups and communities will be?	None / Minimal	Significant
		<input checked="" type="checkbox"/>	<input type="checkbox"/>
1g	Using the screening and information in questions 1e and 1f, should a full assessment be carried out on the project, policy or proposal?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
		1h How have you come to this decision?	
The budget reduction does not affect any existing trainees. The impact is upon future cohorts.			

## Stage 2: What do you know?

<b>What do you know already?</b>
N/a
<b>What don't you know?</b>
N/a
<b>Further Data Collection</b>

## Summary (to be completed following analysis of the evidence above)

1e	Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?				
		None	Positive	Negative	Not sure
	Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (includes impacts due to pregnancy / maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People of particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in a Marriage or Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths or beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>					
		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### Stage 3: What do we think the potential impact might be?

3a	<b>Who have you consulted with?</b>	
	Staff. Opening it to public consultation	
3b	<b>How did you consult? (include meeting dates, activity undertaken &amp; groups consulted)</b>	
3c	<b>What do you know?</b>	
3d	<b>What don't you know?</b>	
3e	<b>What might the potential impact on individuals or groups be?</b>	
	Generic (impact across all groups)	Reduced job opportunities
	Disabled people	Reduced job opportunities
	Particular ethnic groups	Reduced job opportunities
	Men or women ( <i>include impacts due to pregnancy / maternity</i> )	Reduced job opportunities
	People of particular sexual orientation/s	Reduced job opportunities
	People in a Marriage or Civic Partnership	Reduced job opportunities
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	Reduced job opportunities
	People on low incomes	Reduced job opportunities
	People in particular age groups	Reduced job opportunities
	Groups with particular faiths and beliefs	Reduced job opportunities
	Other excluded individuals ( <i>e.g. vulnerable residents, individuals at risk of loneliness, carers or service and ex-serving members of the armed forces</i> )	Reduced job opportunities

## Stage 4: Reducing / Mitigating the Impact

4a	<b>What can be done to reduce or mitigate the impact of the areas you have identified?</b>	
	<b>Impact 1</b>	<b>Proposal</b>
	Deliver 50 Kickstart placements	The Council has committed to deliver 50 placements for 18-24 year olds
	<b>Impact 2</b>	<b>Proposal</b>
	<b>Impact 3</b>	<b>Proposal</b>

4b	<b>Have you done, or will you do anything differently, as a result of the EIA?</b>
	No
4c	<b>How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?</b>
	Not applicable

<b>Conclusion</b>
<i>This section should record the overall impact, who will be impacted upon, and the steps being taken to reduce / mitigate the impact</i>
The proposal is being driven by the need to make savings. The impact will be fewer job opportunities for long term unemployed residents. This impact will begin in April 2021. The Council has committed to create 50 Kickstart placements which is twice the volume of Traineeships being lost. This is a temporary programme in response to the Economic downturn caused by Covid 19, further schemes are likely to be developed as the economic crisis increases. The Council will work to support these initiatives.

## Stage 5: Signature

Role	Name	Date
Leade Officer	Jon Bloor	09/12/2020
Approver Signatures		

<b>EIA Review Date:</b>	TBC
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Reference :	CEX-BR1-410
Responsible Officer :	Carolyn Wilkins
Cabinet Member :	Cllr S Fielding
Support Officer :	Lewis Greenwood

## BR1 - Section A

Service Area :	Corporate
Budget Reduction Title :	Corporate Priorities - CEX

<b>Budget Reduction Proposal - Detail and Objectives :</b>
Following evaluation of the Corporate Priorities budgets, there is opportunity to reduce this budget by £27k.

2020/21 Service Budget and Establishment	£000
Employees	0
Other Operational Expenses	137
Income	(0)
<b>Total</b>	<b>137</b>

Current Forecast (under) / overspend	0
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Number of posts (Full time equivalent)	0.00
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	2021/22	2022/23	2023/24
Proposed Budget Reduction (£000)	(27)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2021/22 or is it ongoing?	Ongoing
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
None
<b>Service Delivery</b>
None
<b>Future expected outcomes</b>
None
<b>Organisation</b>
None
<b>Workforce</b>
None
<b>Communities and Service Users</b>
None
<b>Oldham Cares</b>
None
<b>Other Partner Organisations</b>
None

Who are the key stakeholders?

<b>Staff</b>	No
<b>Elected Members</b>	No
<b>Residents</b>	No
<b>Local business community</b>	No
<b>Schools</b>	No
<b>Trade Unions</b>	No
<b>External Partners (if yes please specify below)</b>	No
N/A	
<b>Other Council Departments (if yes please specify below)</b>	No
N/A	
<b>Other (if yes please specify below)</b>	No
N/A	

**Benefits to the organisation/staff/customers including performance improvements**

A £27k contribution to the Council's 2021/22 budget reduction requirement.

## Section C

**Key Risks and Mitigations:**

Risk	Mitigation
No specific risks associated with this proposal.	N/A
N/A	N/A
N/A	N/A

**Key Development and Delivery Milestones:**

Milestone	Timeline
Formal decision on budget reduction proposal.	4 March 2021.
N/A	N/A
N/A	N/A
N/A	N/A

## Section D

Consultation Required?	No
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

### Equality Impact Screening

Is there the potential for the proposed budget reduction to have a disproportionate adverse impact on any of the following?

Disabled people	No
Particular Ethnic Groups	No
Men or women (including impacts due to pregnancy/maternity)	No
People who are married or in a civil partnership	No
People of particular sexual orientation	No
People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	No
People on low incomes	No
People in particular age groups	No
Groups with particular faiths and beliefs	No

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	No
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## Section E

Finance Comments
There is sufficient budget to support the proposal for a reduction of £0.027m and still provide resources to meet reasonable demands for investment in Corporate Priorities.

Signed RO	01-Oct-2020
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Signed Finance	08-Dec-2020
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Cabinet Member Signature		
Name and Date	Cllr S Fielding	18-Jan-2021

<b>Reference :</b>	<b>CEX-BR1-420</b>
<b>Responsible Officer :</b>	<b>Paul Entwistle</b>
<b>Cabinet Member :</b>	<b>Cllr S Fielding</b>
<b>Support Officer :</b>	<b>Colin Brittain</b>

## BR1 - Section A

<b>Service Area :</b>	<b>Legal</b>
<b>Budget Reduction Title :</b>	<b>Legal Staff Reductions &amp; Reduction of post in Democratic Services</b>

<b>Budget Reduction Proposal - Detail and Objectives :</b>
<p>There are vacancies within the Legal Division which are as follows:          Environmental Lawyer (0.8FTE)          Business Support (0.5FTE)          Mayoralty Manager (1FTE)</p> <p>The budget reduction proposal is to permanently delete these posts from the structure to release a budgetary saving from 2021/22.</p>

<b>2020/21 Service Budget and Establishment</b>	<b>£000</b>
Employees	1,818
Other Operational Expenses	315
Income	(570)
<b>Total</b>	<b>1,563</b>

<b>Current Forecast (under) / overspend</b>	<b>(102)</b>
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<b>Number of posts (Full time equivalent)</b>	<b>37.14</b>
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	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>Proposed Budget Reduction (£000)</b>	<b>(90)</b>	<b>0</b>	<b>0</b>
<b>Proposed Staffing Reductions (FTE)</b>	<b>2.30</b>	<b>0.00</b>	<b>0.00</b>

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	<b>Ongoing</b>
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
N/A
<b>Service Delivery</b>
Loss of environment solicitor will have 2 consequences- Short term the vacant post has been used to fund agency on contract matters due to insufficient resource. Prosecutions are mounting and it likely Tameside Magistrates will close which will impact on travel time to Manchester.
<b>Future expected outcomes</b>
None
<b>Organisation</b>
Potential resource implications on both contract and regulatory functions.
<b>Workforce</b>
Resource implications to carry out contract and regulatory functions.
<b>Communities and Service Users</b>
None
<b>Oldham Cares</b>
None
<b>Other Partner Organisations</b>
None

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	Yes
<b>Residents</b>	No
<b>Local business community</b>	No
<b>Schools</b>	Yes
<b>Trade Unions</b>	No
<b>External Partners (if yes please specify below)</b>	No
N/A	
<b>Other Council Departments (if yes please specify below)</b>	Yes
Potential impact on People and Place due to reduction in Environmental Lawyer post.	
<b>Other (if yes please specify below)</b>	No
N/A	

**Benefits to the organisation/staff/customers including performance improvements**

A £0.090m contribution to the 2021/22 budget reduction requirement.

## Section C

**Key Risks and Mitigations:**

Risk	Mitigation
The environment team carry out the prosecutions for the Council and other regulatory functions. Cases have not been heard at Court due to covid but will need to be resourced in due course. The vacant post has been funding agency staff working on contracts which has always brought a pressure on resources.	Potentially retain a budget to tap into should need dictate.
N/a	N/a
N/a	N/a

**Key Development and Delivery Milestones:**

Milestone	Timeline
Formal decision on budget proposal.	4 March 2021.
Posts deleted from structure.	1 April 2021.
N/a	N/a
N/a	N/a

## Section D

Consultation Required?	No
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

### Equality Impact Screening

Is there the potential for the proposed budget reduction to have a disproportionate adverse impact on any of the following?

Disabled people	No
Particular Ethnic Groups	No
Men or women (including impacts due to pregnancy/maternity)	No
People who are married or in a civil partnership	No
People of particular sexual orientation	No
People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	No
People on low incomes	No
People in particular age groups	No
Groups with particular faiths and beliefs	No

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	No
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## Section E

Finance Comments
The budget reduction proposal is to delete existing vacant posts within both Legal Services and Civic and Political support. There are no adverse financial implications and the budget reduction is achievable from 2021/22.

Signed RO	09-Oct-2020
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Signed Finance	08-Dec-2020
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Cabinet Member Signature		
Name and Date	Cllr S Fielding	18-Jan-2021

<b>Reference :</b>	<b>CEX-BR1-447</b>
<b>Responsible Officer :</b>	<b>Paul Entwistle</b>
<b>Cabinet Member :</b>	<b>Cllr S Fielding</b>
<b>Support Officer :</b>	<b>Marina Brown</b>

## BR1 - Section A

<b>Service Area :</b>	<b>Registrars</b>
<b>Budget Reduction Title :</b>	<b>Registrars Service Restructure</b>

<b>Budget Reduction Proposal - Detail and Objectives :</b>
<p>To realise budget savings within the registrars' service whilst ensuring flexibility in service provision. The deletion of 1 x full time equivalent (FTE) grade 7 post and 2 x 0.81 FTE grade 5 posts in current structure equating to 2.62 FTE and increase capacity at lower registration officer grade from current 4.3 FTE to 5.5 FTE. This would result in savings of £17,000. As a consequence of this restructure the service will be opening on Mondays with limited service provision on Saturdays.</p>

<b>2020/21 Service Budget and Establishment</b>	<b>£000</b>
Employees	309
Other Operational Expenses	66
Income	(373)
<b>Total</b>	<b>2</b>

<b>Current Forecast (under) / overspend</b>	<b>73</b>
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<b>Number of posts (Full time equivalent)</b>	<b>7.95</b>
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	2021/22	2022/23	2023/24
<b>Proposed Budget Reduction (£000)</b>	(17)	0	0
<b>Proposed Staffing Reductions (FTE)</b>	1.42	0.00	0.00

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	<b>Ongoing</b>
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
N/A
<b>Service Delivery</b>
The service will be opening on Mondays with limited service provision on Saturdays.
<b>Future expected outcomes</b>
Service will be more flexible and meet the needs of service users.
<b>Organisation</b>
N/A
<b>Workforce</b>
Reduction of 1.42 FTE.
<b>Communities and Service Users</b>
A review of service opening hours will look to provide varying levels of service provision across 7 days per week including Mondays.
<b>Oldham Cares</b>
N/A
<b>Other Partner Organisations</b>
A change to opening hours in respect of Mondays will benefit working relationships with the Coroner's Service.

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	No
<b>Residents</b>	Yes
<b>Local business community</b>	Yes
<b>Schools</b>	No
<b>Trade Unions</b>	Yes
<b>External Partners (if yes please specify below)</b>	Yes
General Register Office, HM Coroner, Home Office	
<b>Other Council Departments (if yes please specify below)</b>	Yes
Contact Centre	
<b>Other (if yes please specify below)</b>	Yes
Rochdale MBC	

## Benefits to the organisation/staff/customers including performance improvements

Access to service across 7 days each week including Mondays, which will help the service meet its key performance targets reportable to the General Register Office (GRO) in terms of timeliness of death registrations and availability of appointments for service users. Increased capacity of registration officer grade allows the service to future proof its staff resources incorporating the use of apprenticeships.

## Section C

### Key Risks and Mitigations:

Risk	Mitigation
Ageing workforce.	The inclusion of apprentice posts enables ongoing staff development opportunities to offset the loss of current staff nearing retirement.
Lack of technical expertise.	Increasing registration officer posts gives the service opportunity to develop new members of staff.
N/A	N/A

### Key Development and Delivery Milestones:

Milestone	Timeline
Consultation – public, unions, staff.	Complete by 18/2/2021.
Advise General Register Office changes to principal officer post and change to opening hours/ new scheme required.	22nd February 2021.
Discussions with Rochdale MBC to end partnership arrangements.	1st March 2021.
New post through job evaluation/establishment control and deleted posts removed from structure	15th March 2021
Recruit to new posts.	30th April 2021.
New structure and opening hours in operation.	30th April 2021.

## Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	04-Jan-2021	18-Feb-2021
Trade Union	04-Jan-2021	18-Feb-2021
Public	09-Nov-2020	01-Feb-2021
Service User	23-Nov-2020	01-Feb-2021
Other	not applicable	not applicable

### Equality Impact Screening

Is there the potential for the proposed budget reduction to have a disproportionate adverse impact on any of the following?

Disabled people	No
Particular Ethnic Groups	No
Men or women (including impacts due to pregnancy/maternity)	No
People who are married or in a civil partnership	No
People of particular sexual orientation	No
People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	No
People on low incomes	No
People in particular age groups	No
Groups with particular faiths and beliefs	No

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	No
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## Section E

Finance Comments
The Registrars Service has currently some vacant posts. The proposed restructure will realise an achievable saving of £17k from 2020-21.

Signed RO	11-Dec-2020
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Signed Finance	08-Dec-2020
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Cabinet Member Signature		
Name and Date	Cllr S Fielding	18-Jan-2021

<b>Responsible Officer :</b>	<b>Emma Barton</b>
<b>Cabinet Member :</b>	<b>Cllr S Fielding</b>
<b>Support Officer :</b>	<b>Peter Wood</b>

## BR1 - Section A

<b>Service Area :</b>	<b>Corporate Landlord (including Facilities Management)</b>
<b>Budget Reduction Title :</b>	<b>Digital Mail</b>

<b>Budget Reduction Proposal - Detail and Objectives :</b>
<p>Joint initiative across Council and Unity Partnership - to review mail processes and embrace digital technology solutions to bring about efficiencies and cost savings.</p> <p>Other Council's around the UK have embraced the use of digital solutions to reduce demands on officer time, paper, postage and printing - we intend to review the different models available to provide a cost efficient solution for Oldham Council.</p> <p>Mass postage solutions are already partially deployed for elections, business rates, council tax etc - however there are wider savings to be considered when all postage for services incoming and outgoing are considered.</p> <p>These digital solutions would support remote working and would allow post to be sent out and received at the click of a button, with timely responses also being produced in a similar way to emails.</p> <p>There are wider efficiencies associated with the implementation of Digital Mail as this could reduce the staffing requirement in the Post Room. It is estimated that the current team could reduce by 1 FTE position as the small team would be redeployed as part of service reviews and would still be required for courier arrangements for receipt and distribution of packages / parcels.</p>

<b>2020/21 Service Budget and Establishment</b>	<b>£000</b>
Employees	643
Other Operational Expenses	15,852
Income	(14,665)
<b>Total</b>	<b>1,830</b>

<b>Current Forecast (under) / overspend</b>	<b>899</b>
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<b>Number of posts (Full time equivalent)</b>	<b>15.37</b>
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	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>Proposed Budget Reduction (£000)</b>	<b>(24)</b>	<b>(100)</b>	<b>0</b>
<b>Proposed Staffing Reductions (FTE)</b>	<b>1.00</b>	<b>0.00</b>	<b>0.00</b>

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	<b>Ongoing</b>
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
None.
<b>Service Delivery</b>
The service will be modernised so will operate more efficiently.
<b>Future expected outcomes</b>
None.
<b>Organisation</b>
The post will be delivered and issued more efficiently, especially for staff and members working remotely.
<b>Workforce</b>
1 FTE reduction
<b>Communities and Service Users</b>
N/A
<b>Oldham Cares</b>
N/A
<b>Other Partner Organisations</b>
The CCG could be included in the digital transformation plans, which would modernise their postal service also.

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	No
<b>Residents</b>	No
<b>Local business community</b>	No
<b>Schools</b>	No
<b>Trade Unions</b>	No
<b>External Partners (if yes please specify below)</b>	No
N/a	
<b>Other Council Departments (if yes please specify below)</b>	Yes
TEAM OLDHAM - Unity Partnership would lead on the digital mail solutions roll out	
<b>Other (if yes please specify below)</b>	No
N/a	

**Benefits to the organisation/staff/customers including performance improvements**

More efficient post operations.

## Section C

**Key Risks and Mitigations:**

Risk	Mitigation
As Unity are taking the lead on this initiative, resource capacity and programme delivery could present a risk.	To work closely with Unity to ensure that the digital mail programme will deliver the expected outcomes.
N/a	N/a
N/a	N/a

**Key Development and Delivery Milestones:**

Milestone	Timeline
Formal decision on budget reduction proposal.	4 March 2021.
Implementation of digital mail policies.	April 2021
N/a	N/a
N/a	N/a

## Section D

Consultation Required?	No
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

### Equality Impact Screening

Is there the potential for the proposed budget reduction to have a disproportionate adverse impact on any of the following?

Disabled people	No
Particular Ethnic Groups	No
Men or women (including impacts due to pregnancy/maternity)	No
People who are married or in a civil partnership	No
People of particular sexual orientation	No
People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	No
People on low incomes	No
People in particular age groups	No
Groups with particular faiths and beliefs	No

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	No
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## Section E

Finance Comments
The budget reduction of £0.024m in 21/22 and a further £0.100m in 22/23 will be dependent on the delivery of the digital mail element of the Internal Efficiency Initiatives (Unity Partnership) budget reduction proposal enabling the service to operate more efficiently.

Signed RO	02-Nov-2020
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Signed Finance	06-Jan-2021
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Cabinet Member Signature		
Name and Date	Cllr S Fielding	18-Jan-2021

<b>Reference :</b>	<b>PPL-BR1-401</b>
<b>Responsible Officer :</b>	<b>Emma Barton</b>
<b>Cabinet Member :</b>	<b>Cllr S Fielding</b>
<b>Support Officer :</b>	<b>Emma Barton</b>

## BR1 - Section A

<b>Service Area :</b>	<b>Economy Skills and Neighbourhoods Management</b>
<b>Budget Reduction Title :</b>	<b>Creating a Better Place - Projects &amp; Assets</b>

<b>Budget Reduction Proposal - Detail and Objectives :</b>
<p>Creating a Better Place - Projects and Assets</p> <p>'Creating a Better Place' sets out a comprehensive vision and strategic framework for the borough, and maps out Oldham Council's ambitious and bold plans to support economic recovery across the borough and reinforces the importance of green open space in alignment with Council priorities to remain the Greenest Borough. Focus areas continue to include: creating 2,400 (previously 2,000) new homes for our residents with a range of different budgets and needs; the importance of creating 1,000 new jobs through regeneration is now associated with economic recovery; and, supporting and creating skilled pathways for 100+ new apprenticeships to help ensure residents of any age can learn new skills to help them secure the employment opportunities available across the economy. More than ever we need to ensure Oldham is a great place to visit with safety prioritised and with lots of family friendly and accessible places to go.</p> <p>Following the review, the new capital allocation required was reduced by c£100m (capital), AND provides revenue savings of c£8.2m.</p>

<b>2020/21 Service Budget and Establishment</b>	<b>£000</b>
Employees	12,860
Other Operational Expenses	26,230
Income	(36,211)
<b>Total</b>	<b>2,879</b>

<b>Current Forecast (under) / overspend</b>	<b>5,073</b>
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<b>Number of posts (Full time equivalent)</b>	<b>424.68</b>
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	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>Proposed Budget Reduction (£000)</b>	<b>(1,541)</b>	<b>(2,991)</b>	<b>(3,684)</b>
<b>Proposed Staffing Reductions (FTE)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	<b>Ongoing</b>
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
Cabinet papers include all detail on property.
<b>Service Delivery</b>
None - reduced portfolio overtime.
<b>Future expected outcomes</b>
Cabinet papers include all detail.
<b>Organisation</b>
Cabinet papers include all detail - placed based working, reduced asset base, projects for economic recovery.
<b>Workforce</b>
Change of skill requirements - full impact reported separately.
<b>Communities and Service Users</b>
None- different delivery models in support of enhanced service delivery / targeted / efficient / improved.
<b>Oldham Cares</b>
None directly - but linked to service delivery reviews.
<b>Other Partner Organisations</b>
None directly - but linked to service delivery reviews.

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	Yes
<b>Residents</b>	Yes
<b>Local business community</b>	Yes
<b>Schools</b>	No
<b>Trade Unions</b>	No
<b>External Partners (if yes please specify below)</b>	No
N/a	
<b>Other Council Departments (if yes please specify below)</b>	Yes
All	
<b>Other (if yes please specify below)</b>	No
N/a	

**Benefits to the organisation/staff/customers including performance improvements**

Linked to service reviews, efficiency and improvements.

## Section C

**Key Risks and Mitigations:**

<b>Risk</b>	<b>Mitigation</b>
Property market - uncertainties.	Disposals strategy to avoid flooding market and phased approach to delivery.
Service review delays.	Engagement and collaboration for change of use to buildings and service delivery models.
Member / Community concerns.	Engagement, information sharing and collaboration for change to service delivery models.

**Key Development and Delivery Milestones:**

<b>Milestone</b>	<b>Timeline</b>
Formal decision on budget reduction proposal.	4 March 2021.
This option contains a variety of projects each with their own separate milestones included in line with the Council's Project Monitoring procedures.	Various.
N/a	N/a
N/a	N/a

## Section D

Consultation Required?	No
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

### Equality Impact Screening

Is there the potential for the proposed budget reduction to have a disproportionate adverse impact on any of the following?

Disabled people	No
Particular Ethnic Groups	No
Men or women (including impacts due to pregnancy/maternity)	No
People who are married or in a civil partnership	No
People of particular sexual orientation	No
People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	No
People on low incomes	No
People in particular age groups	No
Groups with particular faiths and beliefs	No

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	No
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## Section E

Finance Comments
The proposals will be met from a fundamental review of assets and their management in line with the principles of the Creating a Better Place strategy to deliver the required savings.

Signed RO	05-Oct-2020
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Signed Finance	06-Jan-2021
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Cabinet Member Signature		
Name and Date	Cllr S Fielding	18-Jan-2021

<b>Responsible Officer :</b>	<b>Emma Barton</b>
<b>Cabinet Member :</b>	<b>Cllr S Fielding</b>
<b>Support Officer :</b>	<b>Emma Barton</b>

## BR1 - Section A

<b>Service Area :</b>	<b>Economy Skills and Neighbourhoods Management</b>
<b>Budget Reduction Title :</b>	<b>Creating a Better Place - Service Review</b>

### Budget Reduction Proposal - Detail and Objectives :

Creating a Better Place - Service Review across Economy Directorate

Creating a Better Place' sets out a comprehensive vision and strategic framework for the borough, which includes the Oldham Town Centre Vision, the Housing Strategy, and utilisation of the Council's corporate estate (land and property) to support development and open space requirements across the borough.

Delivery of the ambitious programmes of work requires efficient and effective systems, processes and resources. Significant work has already taken place during 2019 to ensure the right resources are in place for robust, fit for purpose governance and effective delivery. Officer resources need reviewing to ensure they are targeted at achieving the agreed programme, with the right people, with the right skills to help drive the transformation needed. While some change is needed, it is inevitable that there will be an overall reduction in staffing resources.

Services in scope - Regeneration, Property Services, Planning, Business Support, Housing, Estates - within the Economy directorate.

### 2020/21 Service Budget and Establishment

	<b>£000</b>
Employees	12,860
Other Operational Expenses	26,230
Income	<b>(36,211)</b>
<b>Total</b>	<b>2,879</b>

**Current Forecast (under) / overspend**

**5,073**

**Number of posts (Full time equivalent)**

**424.68**

	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>Proposed Budget Reduction (£000)</b>	<b>(300)</b>	<b>0</b>	<b>0</b>
<b>Proposed Staffing Reductions (FTE)</b>	<b>5.00</b>	<b>0.00</b>	<b>0.00</b>

**Is your proposal a "one-off" in 2021/22 or is it ongoing?**

**Ongoing**

## Section B

What impact does the proposal have on the following? :

<b>Property</b>
Refer to Cabinet reports for Creating a Better Place.
<b>Service Delivery</b>
None - different service arrangement and skill sets needed to deliver programme and savings.
<b>Future expected outcomes</b>
N/a
<b>Organisation</b>
More efficient use of staff and skills to deliver creating a better place - build homes, create jobs, enhance skills.
<b>Workforce</b>
Change of service delivery model, change to job roles.
<b>Communities and Service Users</b>
None.
<b>Oldham Cares</b>
None.
<b>Other Partner Organisations</b>
None.

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	Yes
<b>Residents</b>	No
<b>Local business community</b>	No
<b>Schools</b>	No
<b>Trade Unions</b>	Yes
<b>External Partners (if yes please specify below)</b>	No
N/a	
<b>Other Council Departments (if yes please specify below)</b>	No
N/a	
<b>Other (if yes please specify below)</b>	No
N/a	

**Benefits to the organisation/staff/customers including performance improvements**

A £0.300m contribution to the Council's 2021/22 budget reduction requirement.

## Section C

**Key Risks and Mitigations:**

Risk	Mitigation
Disengagement while consultation and change takes place.	Work programme review, engagement.
Delay to programme / savings achievement.	Additional staff (agency) to provide service continuity if needed.
N/a	N/a

**Key Development and Delivery Milestones:**

Milestone	Timeline
Formal decision on budget reduction proposal.	4 March 2021.
Completion of Staff consultation.	27 May 2021.
Implementation of new structure.	1 July 2021.
N/a	N/a

## Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	12-Apr-2021	27-May-2021
Trade Union	22-Mar-2021	27-May-2021
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

### Equality Impact Screening

Is there the potential for the proposed budget reduction to have a disproportionate adverse impact on any of the following?

Disabled people	No
Particular Ethnic Groups	No
Men or women (including impacts due to pregnancy/maternity)	No
People who are married or in a civil partnership	No
People of particular sexual orientation	No
People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	No
People on low incomes	No
People in particular age groups	No
Groups with particular faiths and beliefs	No

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	No
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## Section E

Finance Comments
<p>The proposal can be met from a service review of the Economy directorate in line with the principles of the Creating a Better Place Strategy.</p> <p>The proposal will result in the a reduction of 5FTE posts.</p>

Signed RO	05-Oct-2020
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Signed Finance	06-Jan-2021
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Cabinet Member Signature		
Name and Date	Cllr S Fielding	18-Jan-2021

Reference :	PPL-BR1-404
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Responsible Officer :	Emma Barton
Cabinet Member :	Cllr H Roberts
Support Officer :	Simon Rowberry

## BR1 - Section A

Service Area :	Planning & Infrastructure
Budget Reduction Title :	Printing Reduction - Digital Platform Roll Out

<b>Budget Reduction Proposal - Detail and Objectives :</b>
<p>Digital Platform to reduce significant printing costs (Planning)</p> <p>Planning (and Building Control) have invested time and resources over last 12-18 months introducing new digital platform - UNIFORM - to provide enhanced online service. This includes self-help information and advice, together with new digital platforms for officers to access planning files, drawings and applications without the need to print copies of (in triplicate).</p> <p>The savings identified here represent the reduction in plotting and printing by embracing the use of digital system, while providing an enhanced service to the public as part of the service improvement plan.</p>

<b>2020/21 Service Budget and Establishment</b>	<b>£000</b>
Employees	992
Other Operational Expenses	101
Income	(786)
<b>Total</b>	<b>307</b>

<b>Current Forecast (under) / overspend</b>	<b>56</b>
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<b>Number of posts (Full time equivalent)</b>	<b>22.80</b>
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	2021/22	2022/23	2023/24
Proposed Budget Reduction (£000)	(20)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	<b>Ongoing</b>
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
None.
<b>Service Delivery</b>
Positive impact - better customer service, engagement and self-help information update.
<b>Future expected outcomes</b>
Better customer service, engagement and self-help information update.
<b>Organisation</b>
Reduction in printing costs, paper, printers, toner etc.
<b>Workforce</b>
Supports service improvement plan.
<b>Communities and Service Users</b>
Positive impact - better customer service, engagement and self-help information update.
<b>Oldham Cares</b>
None.
<b>Other Partner Organisations</b>
None.

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	No
<b>Residents</b>	No
<b>Local business community</b>	No
<b>Schools</b>	No
<b>Trade Unions</b>	No
<b>External Partners (if yes please specify below)</b>	No
N/a	
<b>Other Council Departments (if yes please specify below)</b>	No
N/a	
<b>Other (if yes please specify below)</b>	No
N/a	

**Benefits to the organisation/staff/customers including performance improvements**

A £0.020m contribution to the Council's 2021/22 budget reduction requirement.

## Section C

**Key Risks and Mitigations:**

Risk	Mitigation
Failure of IT system forces reversion to printing documents.	Ensure system is adequately maintained and updated.
Staff continue to print documents.	Staff engagement and training for replacement system.
N/a	N/a

**Key Development and Delivery Milestones:**

Milestone	Timeline
Implementation of digital platform.	Throughout 2020/21.
Formal decision on budget reduction proposal.	4 March 2021.
N/a	N/a
N/a	N/a

## Section D

Consultation Required?	No
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

### Equality Impact Screening

Is there the potential for the proposed budget reduction to have a disproportionate adverse impact on any of the following?

Disabled people	No
Particular Ethnic Groups	No
Men or women (including impacts due to pregnancy/maternity)	No
People who are married or in a civil partnership	No
People of particular sexual orientation	No
People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	No
People on low incomes	No
People in particular age groups	No
Groups with particular faiths and beliefs	No

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	No
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## Section E

Finance Comments
The budget reduction is expected to be met from the use of the digital platform reducing the requirement to print documents. The platform has been implemented in 2020/21.

Signed RO	05-Oct-2020
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Signed Finance	06-Jan-2021
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Cabinet Member Signature		
Name and Date	Cllr H Roberts	18-Jan-2021

Reference :	PPL-BR1-408
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Responsible Officer :	Carol Brown
Cabinet Member :	Cllr B Brownridge
Support Officer :	Carol Brown

## BR1 - Section A

Service Area :	Environmental Management
Budget Reduction Title :	Re-align grounds maintenance-support core functions/cut traded offer

<b>Budget Reduction Proposal - Detail and Objectives :</b>
The maintenance of parks, open space and cleaner streets will form the core activity and the service will be restructured to reduce externally traded services.

<b>2020/21 Service Budget and Establishment</b>	<b>£000</b>
Employees	6,771
Other Operational Expenses	3,698
Income	(3,153)
<b>Total</b>	<b>7,316</b>

<b>Current Forecast (under) / overspend</b>	<b>(204)</b>
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<b>Number of posts (Full time equivalent)</b>	<b>223.34</b>
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	2021/22	2022/23	2023/24
<b>Proposed Budget Reduction (£000)</b>	(150)	0	0
<b>Proposed Staffing Reductions (FTE)</b>	6.00	0.00	0.00

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	Ongoing
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
NIL
<b>Service Delivery</b>
To be evaluated.
<b>Future expected outcomes</b>
Services directly aligned to core service aligned to a place based approach and environmental policy drivers.
<b>Organisation</b>
Service restructure to realign resource to core services.
<b>Workforce</b>
The restructure is supported by the voluntary redundancy process.
<b>Communities and Service Users</b>
No impact expected on communities and schools will be directed to local contractors for grounds maintenance work.
<b>Oldham Cares</b>
NIL.
<b>Other Partner Organisations</b>
A number of premises are leased within parks to generate income and provide a presence. Eg cafe's and local community groups (Get Oldham Growing).

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	Yes
<b>Residents</b>	Yes
<b>Local business community</b>	Yes
<b>Schools</b>	Yes
<b>Trade Unions</b>	Yes
<b>External Partners (if yes please specify below)</b>	Yes
Cafe's and local community groups (Get Oldham Growing).	
<b>Other Council Departments (if yes please specify below)</b>	Yes
Place based services and a limited number of schools.	
<b>Other (if yes please specify below)</b>	No
N/a	

**Benefits to the organisation/staff/customers including performance improvements**

A £0.150m contribution to the 2021/22 budget reduction requirement.

## Section C

**Key Risks and Mitigations:**

Risk	Mitigation
Failure to complete restructure will result in unbudgeted costs.	Restructure prioritised to ensure it aligns with consultation dates.
N/a	N/a
N/a	N/a

**Key Development and Delivery Milestones:**

Milestone	Timeline
Provision of a list of local providers to schools.	March 2021.
Realignment of staff to meet core service provision.	April 2021.
N/a	N/a
N/a	N/a

## Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	10-Nov-2020	18-Feb-2021
Public	not applicable	not applicable
Service User	23-Nov-2020	01-Feb-2021
Other	not applicable	not applicable

### Equality Impact Screening

Is there the potential for the proposed budget reduction to have a disproportionate adverse impact on any of the following?

Disabled people	No
Particular Ethnic Groups	No
Men or women (including impacts due to pregnancy/maternity)	No
People who are married or in a civil partnership	No
People of particular sexual orientation	No
People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	No
People on low incomes	No
People in particular age groups	No
Groups with particular faiths and beliefs	No

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	No
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## Section E

Finance Comments
The restructure proposals have been agreed and involve a net reduction of 6 FTE posts. The structure is in the process of being implemented and is expected to be in place by the start of the 2021/22 financial year, as a result the budget option can be achieved.

Signed RO	13-Jan-2021
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Signed Finance	06-Jan-2021
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Cabinet Member Signature		
Name and Date	Cllr B Brownridge	18-Jan-2021

Reference :	PPL-BR1-407
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Responsible Officer :	Carol Brown
Cabinet Member :	Cllr B Brownridge
Support Officer :	Carol Brown

## BR1 - Section A

Service Area :	Highways Operations - Unity
Budget Reduction Title :	Transfer of client officer to Unity

<b>Budget Reduction Proposal - Detail and Objectives :</b>
The client role for Unity is no longer needed given the revised Unity arrangements. The proposal deletes this post whilst transferring the skills of the individual to work within Unity.

<b>2020/21 Service Budget and Establishment</b>	<b>£000</b>
Employees	203
Other Operational Expenses	2,055
Income	(495)
<b>Total</b>	<b>1,763</b>

<b>Current Forecast (under) / overspend</b>	<b>(250)</b>
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<b>Number of posts (Full time equivalent)</b>	<b>5.00</b>
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	2021/22	2022/23	2023/24
<b>Proposed Budget Reduction (£000)</b>	(40)	0	0
<b>Proposed Staffing Reductions (FTE)</b>	1.00	0.00	0.00

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	Ongoing
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
NIL
<b>Service Delivery</b>
NIL
<b>Future expected outcomes</b>
Improved alignment of key projects delivered by Unity Highways.
<b>Organisation</b>
NIL
<b>Workforce</b>
NIL
<b>Communities and Service Users</b>
NIL
<b>Oldham Cares</b>
NIL
<b>Other Partner Organisations</b>
NIL

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	Yes
<b>Residents</b>	No
<b>Local business community</b>	No
<b>Schools</b>	No
<b>Trade Unions</b>	Yes
<b>External Partners (if yes please specify below)</b>	No
N/a	
<b>Other Council Departments (if yes please specify below)</b>	Yes
Unity	
<b>Other (if yes please specify below)</b>	No
N/a	

**Benefits to the organisation/staff/customers including performance improvements**

Direct management of key infrastructure projects.

## Section C

**Key Risks and Mitigations:**

Risk	Mitigation
No risks associated with this particular proposal.	N/a
N/a	N/a
N/a	N/a

**Key Development and Delivery Milestones:**

Milestone	Timeline
Job Description for revised position in place.	March 2021.
Transfer of officer role.	September 2021.
N/a	N/a
N/a	N/a

## Section D

Consultation Required?	No
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

### Equality Impact Screening

Is there the potential for the proposed budget reduction to have a disproportionate adverse impact on any of the following?

Disabled people	No
Particular Ethnic Groups	No
Men or women (including impacts due to pregnancy/maternity)	No
People who are married or in a civil partnership	No
People of particular sexual orientation	No
People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	No
People on low incomes	No
People in particular age groups	No
Groups with particular faiths and beliefs	No

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	No
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## Section E

Finance Comments
The transfer of the member of staff will result in the deletion of an existing Council post costed at £53k p.a. which will enable the budget proposal to be achieved.

Signed RO	13-Jan-2021
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Signed Finance	06-Jan-2021
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Cabinet Member Signature		
Name and Date	Cllr B Brownridge	18-Jan-2021

Reference :	PPL-BR1-406
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Responsible Officer :	Carol Brown
Cabinet Member :	Cllr B Brownridge
Support Officer :	Carol Brown

## BR1 - Section A

Service Area :	Public Protection
Budget Reduction Title :	Review of Street Lighting Contract

<b>Budget Reduction Proposal - Detail and Objectives :</b>
The budget supporting the street lighting contract can deliver savings against current provision.

2020/21 Service Budget and Establishment	£000
Employees	137
Other Operational Expenses	6,262
Income	(2,599)
<b>Total</b>	<b>3,800</b>

Current Forecast (under) / overspend	(306)
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Number of posts (Full time equivalent)	3.00
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	2021/22	2022/23	2023/24
Proposed Budget Reduction (£000)	(150)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2021/22 or is it ongoing?	Ongoing
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
NIL
<b>Service Delivery</b>
NIL
<b>Future expected outcomes</b>
NIL
<b>Organisation</b>
NIL
<b>Workforce</b>
NIL
<b>Communities and Service Users</b>
NIL
<b>Oldham Cares</b>
NIL
<b>Other Partner Organisations</b>
NIL

Who are the key stakeholders?

<b>Staff</b>	No
<b>Elected Members</b>	No
<b>Residents</b>	No
<b>Local business community</b>	No
<b>Schools</b>	No
<b>Trade Unions</b>	No
<b>External Partners (if yes please specify below)</b>	No
N/a	
<b>Other Council Departments (if yes please specify below)</b>	No
N/a	
<b>Other (if yes please specify below)</b>	No
N/a	

**Benefits to the organisation/staff/customers including performance improvements**

A £0.150m contribution to the Council's 2021/22 budget reduction requirement.

## Section C

**Key Risks and Mitigations:**

Risk	Mitigation
The relationship with the contractor deteriorates and claims raised.	Work towards maintaining a good and fair relationship with the contractor.
N/a	N/a
N/a	N/a

**Key Development and Delivery Milestones:**

Milestone	Timeline
Formal decision on budget reduction proposal.	4 March 2021.
Reduction in Street Lighting budget.	From April 2021.
N/a	N/a
N/a	N/a

## Section D

Consultation Required?	No
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

### Equality Impact Screening

Is there the potential for the proposed budget reduction to have a disproportionate adverse impact on any of the following?

Disabled people	No
Particular Ethnic Groups	No
Men or women (including impacts due to pregnancy/maternity)	No
People who are married or in a civil partnership	No
People of particular sexual orientation	No
People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	No
People on low incomes	No
People in particular age groups	No
Groups with particular faiths and beliefs	No

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	No
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## Section E

Finance Comments
It is currently anticipated that this budget option can be achieved as a result of reduced risks associated with the contract.

Signed RO	13-Jan-2021
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Signed Finance	06-Jan-2021
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Cabinet Member Signature		
Name and Date	Cllr B Brownridge	18-Jan-2021

Reference :	PPL-BR1-409
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Responsible Officer :	Carol Brown
Cabinet Member :	Cllr B Brownridge
Support Officer :	Carol Brown

## BR1 - Section A

Service Area :	Public Protection
Budget Reduction Title :	Restructure of Neighbourhood Enforcement Team

<b>Budget Reduction Proposal - Detail and Objectives :</b>
<p>Restructure of current environmental enforcement resource.</p> <p>The restructure will ensure responsiveness to districts in support of place based working and will also enable a fuller response to reported issues by ensuring that the staff within the team have a wider skill set. Close working with the clean up teams and the district officers will be an integral part of the model.</p>

2020/21 Service Budget and Establishment	£000
Employees	4,088
Other Operational Expenses	873
Income	(1,020)
<b>Total</b>	<b>3,941</b>

Current Forecast (under) / overspend	162
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Number of posts (Full time equivalent)	98.92
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	2021/22	2022/23	2023/24
Proposed Budget Reduction (£000)	(100)	0	0
Proposed Staffing Reductions (FTE)	3.00	0.00	0.00

Is your proposal a "one-off" in 2021/22 or is it ongoing?	Ongoing
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
NIL
<b>Service Delivery</b>
A wider approach to place based enforcement activity.
<b>Future expected outcomes</b>
Focus on localised enforcement whilst actively linking to wider place based issues.
<b>Organisation</b>
Minimal.
<b>Workforce</b>
Consultation will be required as a reduction in workforce proposed.
<b>Communities and Service Users</b>
Will be kept to a minimum.
<b>Oldham Cares</b>
NIL
<b>Other Partner Organisations</b>
NIL

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	Yes
<b>Residents</b>	No
<b>Local business community</b>	No
<b>Schools</b>	No
<b>Trade Unions</b>	Yes
<b>External Partners (if yes please specify below)</b>	No
N/a	
<b>Other Council Departments (if yes please specify below)</b>	Yes
Place based teams.	
<b>Other (if yes please specify below)</b>	No
N/a	

**Benefits to the organisation/staff/customers including performance improvements**

A £0.100m contribution to the 2021/22 budget reduction requirement.

## Section C

**Key Risks and Mitigations:**

Risk	Mitigation
Failure to complete restructure will result in unbudgeted costs.	Restructure prioritised to ensure it aligns with staff consultation dates.
N/a	N/a
N/a	N/a

**Key Development and Delivery Milestones:**

Milestone	Timeline
Staff consultation.	4 January 2021 to 18 February 2021.
Formal decision on budget reduction proposal.	4 March 2021.
N/a	N/a
N/a	N/a

## Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	04-Jan-2021	18-Feb-2021
Trade Union	04-Jan-2021	18-Feb-2021
Public	09-Nov-2020	01-Feb-2021
Service User	not applicable	not applicable
Other	not applicable	not applicable

### Equality Impact Screening

Is there the potential for the proposed budget reduction to have a disproportionate adverse impact on any of the following?

Disabled people	No
Particular Ethnic Groups	No
Men or women (including impacts due to pregnancy/maternity)	No
People who are married or in a civil partnership	No
People of particular sexual orientation	No
People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	No
People on low incomes	No
People in particular age groups	No
Groups with particular faiths and beliefs	No

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	No
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## Section E

Finance Comments
This budget option is achievable as a result of the reduction in posts of 3FTE in the service.

Signed RO	13-Jan-2021
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Signed Finance	06-Jan-2021
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Cabinet Member Signature		
Name and Date	Cllr B Brownridge	18-Jan-2021

<b>Reference :</b>	<b>PPL-BR1-439</b>
<b>Responsible Officer :</b>	<b>Helen Lockwood</b>
<b>Cabinet Member :</b>	<b>Cllr A Jabbar</b>
<b>Support Officer :</b>	<b>Nicola Harrop</b>

## BR1 - Section A

<b>Service Area :</b>	<b>Client Support Services</b>
<b>Budget Reduction Title :</b>	<b>Internal Efficiency Initiatives (Unity Partnership)</b>

<b>Budget Reduction Proposal - Detail and Objectives :</b>
<p>The Unity Partnership Limited (UPL) have carried out a review of costs and have identified a number of internal efficiencies which are as follows:</p> <ul style="list-style-type: none"> <li>- ICT restructure</li> <li>- Payroll restructure</li> <li>- General efficiencies and reduction in overheads</li> <li>- Income generation</li> <li>- Digital mail</li> <li>- Recruitment</li> <li>- Exchequer</li> </ul> <p>The efficiency measures will result in a reduced charge to the Council in 2021/22 of £0.780m increasing to £1.210m from 2022/23.</p>

<b>2020/21 Service Budget and Establishment</b>	<b>£000</b>
Employees	0
Other Operational Expenses	11,007
Income	(0)
<b>Total</b>	<b>11,007</b>

<b>Current Forecast (under) / overspend</b>	<b>0</b>
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<b>Number of posts (Full time equivalent)</b>	<b>0.00</b>
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	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>Proposed Budget Reduction (£000)</b>	<b>(780)</b>	<b>(430)</b>	<b>0</b>
<b>Proposed Staffing Reductions (FTE)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	<b>Ongoing</b>
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
None
<b>Service Delivery</b>
The majority of the initiatives will affect the internal workings of UPL and not impact on the Council however, there could be an impact on service delivery to internal Council staff with regards to the changes to the IT helpdesk and service engineers.
<b>Future expected outcomes</b>
The proposal will contribute to the achievement of the 2021/22 budget reduction target.
<b>Organisation</b>
None
<b>Workforce</b>
None
<b>Communities and Service Users</b>
None
<b>Oldham Cares</b>
None
<b>Other Partner Organisations</b>
None

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	Yes
<b>Residents</b>	No
<b>Local business community</b>	No
<b>Schools</b>	No
<b>Trade Unions</b>	No
<b>External Partners (if yes please specify below)</b>	No
N/a	
<b>Other Council Departments (if yes please specify below)</b>	No
N/a	
<b>Other (if yes please specify below)</b>	No
N/a	

**Benefits to the organisation/staff/customers including performance improvements**

A £0.780m contribution to the achievement of the 2021/22 budget reduction target and an additional £0.430m for 2022/23.

## Section C

**Key Risks and Mitigations:**

Risk	Mitigation
The proposed restructures by UPL do not deliver the anticipated savings.	Regular budget review meetings to take place.
Lost productivity within the Council due to delays in fixing ICT issues.	Kept under constant review by ICT and the Council.
N/a	N/a

**Key Development and Delivery Milestones:**

Milestone	Timeline
Revised core fee with the Council for 2021/22 is agreed by UPL board.	December 2020.
Formal decision on budget reduction proposal.	4 March 2021.
N/a	N/a
N/a	N/a

## Section D

Consultation Required?	No
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

### Equality Impact Screening

Is there the potential for the proposed budget reduction to have a disproportionate adverse impact on any of the following?

Disabled people	No
Particular Ethnic Groups	No
Men or women (including impacts due to pregnancy/maternity)	No
People who are married or in a civil partnership	No
People of particular sexual orientation	No
People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	No
People on low incomes	No
People in particular age groups	No
Groups with particular faiths and beliefs	No

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	No
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## Section E

Finance Comments
<p>The budget reduction proposal submitted by UPL is following a review of internal costs. The savings identified are from a mixture of service restructures and reduced costs such as overheads.</p> <p>The saving to the Council is £0.780m in 2021/22 increasing to £1.210m from 2022/23 onwards and will be met from a reduction in the core fee paid to UPL.</p>

Signed RO	22-Dec-2020
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Signed Finance	09-Dec-2020
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Cabinet Member Signature		
Name and Date	Cllr A Jabbar	18-Jan-2021

<b>Reference :</b>	<b>PPL-BR1-421</b>
<b>Responsible Officer :</b>	<b>Dominic Whelan</b>
<b>Cabinet Member :</b>	<b>Cllr A Jabbar</b>
<b>Support Officer :</b>	<b>Chris Kelsall</b>

## BR1 - Section A

<b>Service Area :</b>	<b>Corporate and Commercial Services Management</b>
<b>Budget Reduction Title :</b>	<b>Transformation of the Contact Centre</b>

<b>Budget Reduction Proposal - Detail and Objectives :</b>
<p>An initial review of the current operating model for Customer engagement has been underway.</p> <p>This proposal will deliver the Customer Support Centre offer for residents and businesses by:</p> <ul style="list-style-type: none"> <li>Transforming the existing Unity Customer Service offer (including Contact Centre, Access Oldham) to create a “one front-door” Customer Support Centre.</li> <li>Delivering the people structure for the Customer Support Centre.</li> <li>Delivering the new face-to-face and virtual support offer available via bookable appointment through triage over the phone. Appointments will be available across various locations resulting in the permanent closure of Access Oldham. Assisted Digital support will be available via the Library Network.</li> </ul>

<b>2020/21 Service Budget and Establishment</b>	<b>£000</b>
Employees	0
Other Operational Expenses	1,210
Income	(0)
<b>Total</b>	<b>1,210</b>

<b>Current Forecast (under) / overspend</b>	<b>0</b>
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<b>Number of posts (Full time equivalent)</b>	<b>0.00</b>
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	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>Proposed Budget Reduction (£000)</b>	<b>(120)</b>	<b>(45)</b>	<b>0</b>
<b>Proposed Staffing Reductions (FTE)</b>	<b>5.00</b>	<b>2.00</b>	<b>0.00</b>

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	<b>Ongoing</b>
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
See additional information below.
<b>Service Delivery</b>
To bring Team Oldham's main access channels and teams within Unity Partnership together to form the Customer Support Centre. This will ensure a consistent and aligned approach to customer contact and journeys and will create clear ownership and drive to deliver a culture of continual service improvement.
<b>Future expected outcomes</b>
See additional information below.
<b>Organisation</b>
The saving will be delivered by a reduction in FTE's. The staffing reduction would be in Unity Partnership and the saving to the Council will be from a reduction in the core fee paid to Unity Partnership for Customer Services.
<b>Workforce</b>
Reduction in Unity Partnership staffing of 5 FTE's in 2021/22 and a further 2 FTE's in 2022/23.
<b>Communities and Service Users</b>
See additional information below.
<b>Oldham Cares</b>
N/a.
<b>Other Partner Organisations</b>
Not directly linked with the proposal for reductions, the new customer model will involve engagement and work with partners from the voluntary and third sector but not specifically for this BR proposal.

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	Yes
<b>Residents</b>	Yes
<b>Local business community</b>	No
<b>Schools</b>	No
<b>Trade Unions</b>	Yes
<b>External Partners (if yes please specify below)</b>	No
N/a	
<b>Other Council Departments (if yes please specify below)</b>	Yes
Housing	
<b>Other (if yes please specify below)</b>	No
N/a	

## Benefits to the organisation/staff/customers including performance improvements

See additional information below.

## Section C

### Key Risks and Mitigations:

Risk	Mitigation
Residents with limited access to digital technology may find it difficult to access appropriate support.	As part of the Customer Support Centre project assisted digital will be established at locations across Oldham. A more targeted face to face offer remains available via bookable appointments at locations across Oldham.
Management Capacity - (Project overseen by Dominic Whelan as Unity Chief Operating Officer and SRO for Customer and Digital, supported by Fran Lautman, Customer and Digital Lead).	Regular updates will be provided by the Business Change Lead and they will seek steer on risk mitigation and management. A re-purposed Customer and Digital board will be enacted to govern the delivery of the project throughout the project lifecycle. The project board will meet as required in line with the proposed Agile approach.
Access Oldham capacity (Access Oldham are delivering multiple aspects of the Covid Response including Helpline, SIPS payments, the upcoming discretionary scheme and Tracing meaning that full time capacity is being utilised).	Plan additional resourcing requirements utilising external funding as part of Covid response. Ensure Team are working effectively and efficiently by maximising systems and processes.

### Key Development and Delivery Milestones:

Milestone	Timeline
Cabinet Member Delegated approval for capital funding to enable the delivery of the Oldham Digital Platform as part of the Customer Support Centre project.	19 November 2020.
Staff Consultation on Proposals. Service restructure undertaken and Customer Support Centre Structure in place.	January - February 2021 (Staff consultation). 31 March 2021 (Structure in place).
Enabling technology implementation.	January to June 2021.
N/a	N/a

## Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	04-Jan-2021	18-Feb-2021
Trade Union	04-Jan-2021	18-Feb-2021
Public	09-Nov-2020	01-Feb-2021
Service User	not applicable	not applicable
Other	not applicable	not applicable

### Equality Impact Screening

Is there the potential for the proposed budget reduction to have a disproportionate adverse impact on any of the following?

Disabled people	No
Particular Ethnic Groups	No
Men or women (including impacts due to pregnancy/maternity)	No
People who are married or in a civil partnership	No
People of particular sexual orientation	No
People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	No
People on low incomes	Yes
People in particular age groups	No
Groups with particular faiths and beliefs	No

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	Yes
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## Section E

Finance Comments
The budget reduction proposal in relation to the transformation of the contact centre will generate savings of £120k in 2021/22 increasing to £165k from 2022/23 onwards. Whilst the headcount reduction will be within Unity Partnership the saving to the Council will be via a reduction in the core fee paid for Customer Services.

Signed RO	04-Dec-2020
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Signed Finance	09-Dec-2020
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Cabinet Member Signature		
Name and Date	Cllr A Jabbar	18-Jan-2021

## Additional Information (if required)

### Property Impact:

Due to Coronavirus, Access Oldham has been closed since March 2020. Customer Services and Housing Options have been offered by a combination of phone and digital services.

Rather than re-open Access Oldham, it is proposed to redesign the customer support service to provide an improved customer experience and journey (described elsewhere in this document) with more local support available where needed. The face-to-face appointment service will be scaled down and will be by appointment only, rather than a drop-in service, held at other facilities throughout the borough.

This reduces the need for specific front of house staffing and security in this single site and creates opportunities to reduce other staffing levels through service re-design. It will offer minor reductions in utility costs for this small area of the Civic Centre real estate and clears one of the future dependencies for the Creating a Better Place strategy.

### Impact on future expected outcomes:

This scheme offers a range of benefits both to residents and financial and non-financial benefits for Team Oldham.

Residents will no longer need to travel to a central point to access face-to-face support. As described in this paper, the function will re-shaped and aligned across several as is services and face to face support will be available via bookable appointments across a number of locations based on local needs.

Residents won't be required to repeat their stories to as many services as the Customer Support Centre utilises effective triage and the customer experience will become more consistent across access channels as the Customer Support Centre becomes the front door for Team Oldham.

By focussing on the customer experience, the Customer Support project delivers initial savings by removal of FTE cost estimated at an initial 5 FTE reduction for 31 March 2021 and a further 2 FTE in 2022/23. The project creates the people, process and technical foundations to appropriately equip the Contact Centre to drive savings through customer journey and service redesign and rationalisation from 1 April 2021 onwards. It has the potential to improve our operational effectiveness and efficiency by creating the appropriate underpinning technology via the Oldham Digital Platform and therefore an improved customer experience and council reputation. Additionally, it will enable growth for additional services for Team Oldham and other opportunities via this single front door. Furthermore, keeping records up to date, greater compliance, and unlocking insights across channels to better manage demand and needs reduction.

### Impact on communities and service users:

#### A Joined-Up View of Peoples Experiences and Needs:

- Where it adds value, we strive to have a single view of the customer access channels meaning that we can support people effectively, efficiently and holistically by accessing the relevant data, information and insight.
- People feel that we understand their needs – we have access to the right information across access channels to support them holistically supported by strength-based conversations.
- We have access to the information we need to support at the first point of contact meaning that people don't have to repeat their story and experience.

#### People at the Centre of Service Design and Delivery:

- Services, processes, and customer journeys are designed based on intelligence and insight and we pro-actively involve people in redesigning services, testing processes and customer journeys.

### Additional Information (if required)

#### Organisation / Performance benefits:

In delivering this project, it will make it easier for residents and businesses to get the support they need at the right time and closer to home. Over time, additional services will be added to the Customer Support Centre as the 'one front door' to create economies of scale and consistent response quality and response times.

Rather than residents travelling into the centre of Oldham to queue and wait for an appointment at Access Oldham to find out information, answer queries or receive support and advice for areas such as Housing, Benefits or Council Tax, the Customer Support Centre project aims to provide services and support at a more localised level.



## Equality Impact Assessment Tool

	<b>Reference:</b> PPL-BR1-421
<b>Responsible Officer</b>	Dominic Whelan, COO Unity Partnership (EIA written by Fran Lautman, Customer and Digital Lead)
<b>Cabinet Member:</b>	Cllr Abdul Jabbar, Deputy Leader and Cabinet Member for Finance and Green
<b>Support Officer</b>	Sarah Whittle, Policy Manager

<b>Service Area:</b>	Customer Support Centre Project
<b>Budget Reduction Title:</b>	Transformation of the Contact Centre

### Stage 1: Initial Assessment

<b>1a</b>	<b>Which service does this project, policy or proposal relate to?</b>
	This EIA relates to the delivery of the Customer Support Centre project. The first phase of the project will be delivered by 31 March 2021. A proposal has been developed as part of the budget savings for 2021-22 and this proposal is subject to consultation.
<b>1b</b>	<b>What is the project, policy or proposal?</b>
	<p>The Customer Support Centre project will create the enabling foundations for Team Oldham to improve the customer journey and experience for people who use support and services, whilst as the same time improving our effectiveness, efficiency, and reducing the cost of delivering our customer service offer. By reshaping our customer offer in a way that is sustainable and in alignment with key strategies and roadmaps including ICT and Digital, it should provide the basis to release savings across a range of service areas.</p> <p>The Customer Support Centre project recognises that the current approach to customer service is neither meeting customer needs nor is it effective or efficient for us to deliver:</p> <ul style="list-style-type: none"> <li>• The current model is not focused on understanding peoples needs and is disparate with many front doors, access channels and functions operating with little alignment or connectivity. At present, residents travel across the borough to a single central location Access Oldham for support with queries.</li> <li>• There is duplication and inefficiency across several services creating a poor customer experience where route causes are not addressed and a failure to managed demand effectively.</li> <li>• Both Access Oldham and the Contact Centre are handling complex, multidimensional, root cause challenges that the service is not set up to resolve meaning people don't have their issues resolved causing them distress and creating additional demand and cost. People must repeat their stories more than once and are often pushed from service-to-service as their circumstances meet some service thresholds and not others.</li> <li>• Some transactional queries (previously handled by face to face or via the phone) have shifted to self-service. However, the current Contact Centre includes several services whereby self-service functionality is available, but access channels haven't yet been rationalised meaning demand comes through Access Oldham or the Contact Centre creating avoidable cost.</li> <li>• Customer Services staff and processing staff are interwoven across several teams across Unity Partnership creating unclear accountabilities and inefficiency.</li> <li>• Operational responsibility for the main Access channels is interwoven across several teams Unity Partnership meaning they are unaligned and uncoordinated.</li> </ul>

- Services can choose to opt out of the Contact Centre model. There is inconsistency across these services in terms of customer responsive time and customer care.
- The Contact Centre has had minimal investment since its inception in 2008 and requires investment and rationalisation of the current technology to deliver an efficient and effective service.

The Customer Support Centre will over time become Team Oldham's front door for people who use support and services apart from CHASC (MASH as the front-door).

The project has been developed considering the key learning from Place Based Intergration pilots and the Coronavirus Helpline and Hubs. The project aims to make sure that Teams Oldham's support and services are easy to use and access conveniently.

The proposal is subject to public and staff consultation. A high-level approach to the future delivery is outlined as follows:

- Transactional single-service interactions and general queries will be encouraged to use online access only. Whilst this is primarily intended to be self-serve it will be supplemented by an 'assisted digital' offer led by the Library service. This will likely be enhanced by a tablet lending service facilitated by the Library service (funded by several successful external funding bids).
- The Customer Support Centre (CSC) becomes the front door for support and services via telephone, social media customer queries and e-forms. Whilst providing an access point for Council Services, the number of transactional single-service interactions will reduce significantly over time as work progresses to redesign customer journeys across Services. The intent is that the CSC will focus particularly on those cases that are more complex and multi-faceted apart from some health and social care services (with MASH being the CHASC front door).
- Rather than being serviced focused, the CSC team will focus on support and understanding needs with a strength-based focus. With effective triage, they will signpost and refer to the relevant support for example Early Help services or financial support services. Triage will ensure Face-to-face support is provided where needed via bookable appointments available at locations across Oldham ensuring that face to face support is effectively joined up and targeted.

**1c What are the main aims of the project, policy or proposal?**

The scope of the first phase entails delivering the people enablers (service restructure) and technology enablers (Oldham Digital Platform) to bring Team Oldham's main access channels (telephony, email, social and face to face) and teams within Unity Partnership together for the first time to form the Customer Support Centre. This will ensure a consistent and aligned approach to customer contact and journeys and will create clear ownership and drive to deliver a culture of continual service improvement.

By creating the underpinning people and technology foundations in this first phase, we will be able to move forward in subsequent phases (1 April 2021 onwards) to review each service and their customer journeys that touch the Customer Support Centre. By utilising the capability of the Oldham Digital Platform alongside change capacity from a single digital delivery function, we will rationalise the customer journey, access channels and remove duplication resulting in an improved customer experience and savings for Team Oldham. The investment also creates the enabling foundations to consolidate further services within the Customer Support Centre as it becomes the front door for all services except for some Health and Social Care (with the MASH being the CHASC front door). Each service area will similarly undergo the same change journey to deliver an improved customer experience and savings.

This scheme offers a range of financial and non-financial benefits including significant cost savings by improving operational effectiveness and efficiency and therefore an improved customer experience and council reputation. A summary of the key benefits includes:

- Delivery of savings by removal of FTE cost, estimated at an initial 5 FTE reduction for 31 March 2021.
- Creating the people, process and technical foundations to appropriately equip the Contact Centre to drive savings through customer journey and service resign and rationalisation from 1 April 2021 onwards.
- Enable growth for additional services for Team Oldham and other opportunities via this front door.
- Keeping records up to date, greater compliance, and unlocking insights across channels to better manage demand and needs reduction.

**1d Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how?**

The Customer Support Centre project aims to provide multiple benefits as to how people access support and services including the following:

- By increasing our self-serve offer, residents will be able to access services at a time and place that suits them.
- People will be booked onto appointments (where needed) for face to face support in the areas that they live rather than needing to come into the centre of Oldham.
- Assisted digital be available more locally where needed rather than needing to come into the centre of Oldham.
- Residents will receive more holistic rather than service focussed support through the Customer Support Centre. By listening to and understanding needs and with a strengths-based approach, residents will be supported by multiple services where needed.
- By bringing together the main access channels and widening the scope of services within the Customer Support Centre, people will receive a more consistent and timely response to queries and advice.

The Customer Support Centre projects aims to improve customer journeys and the customer experience and deliver a much-improved offer than the current model.

It will mean that some services that are currently available now via telephone will no longer be available to access in this way. The support mechanism is place to address this is the assisted digital offer and tablet lending scheme that will be set up by the Library service.

**1e Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups?**

	None	Positive	Negative	Not sure
Disabled people	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (includes impacts due to pregnancy / maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People of particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in a Marriage or Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths or beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<b>Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</b>				
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>1f</b>	<b>What do you think the overall NEGATIVE impact on groups and communities will be?</b>	<b>None / Minimal</b>	<b>Significant</b>
		<input checked="" type="checkbox"/>	<input type="checkbox"/>

<b>1g</b>	<b>Using the screening and information in questions 1e and 1f, should a full assessment be carried out on the project, policy or proposal?</b>	<b>Yes</b> <input type="checkbox"/>
		<b>No</b> <input checked="" type="checkbox"/>

<b>1h</b>	<b>How have you come to this decision?</b>	
	<p>The Customer Support Centre projects aims to improve customer journeys and the customer experience and deliver a much-improved offer than the current model.</p> <p>The Equality and Diversity Impact Assessment will be reviewed on a quarterly basis in line with best practice and also at any such time if the scope changes.</p>	

## Stage 5: Signature

Role	Name	Date
Lead Officer	Fran Lautman	22/12/2020
Approver Signatures	Fran Lautman	22/12/2020

<b>EIA Review Date:</b>	TBC
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Reference :	COM-BR1-411
Responsible Officer :	Mike Barker
Cabinet Member :	Cllr A Jabbar
Support Officer :	Steve Boyd

## BR1 - Section A

Service Area :	Commissioning and Procurement
Budget Reduction Title :	Procurement Staffing Reduction

<b>Budget Reduction Proposal - Detail and Objectives :</b>
Commercial Procurement Unit has 2 vacancies at a senior level within it's current structure. As a budget reduction, 1 of the vacancies is to be offered up as a saving for the financial year 2021/22 of £101k.

<b>2020/21 Service Budget and Establishment</b>	<b>£000</b>
Employees	640
Other Operational Expenses	132
Income	(489)
<b>Total</b>	<b>283</b>

<b>Current Forecast (under) / overspend</b>	<b>512</b>
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<b>Number of posts (Full time equivalent)</b>	<b>12.00</b>
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	2021/22	2022/23	2023/24
<b>Proposed Budget Reduction (£000)</b>	(101)	0	0
<b>Proposed Staffing Reductions (FTE)</b>	1.00	0.00	0.00

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	<b>Ongoing</b>
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
N/A
<b>Service Delivery</b>
N/A
<b>Future expected outcomes</b>
N/A
<b>Organisation</b>
N/A
<b>Workforce</b>
N/A
<b>Communities and Service Users</b>
N/A
<b>Oldham Cares</b>
N/A
<b>Other Partner Organisations</b>
N/A

Who are the key stakeholders?

<b>Staff</b>	No
<b>Elected Members</b>	No
<b>Residents</b>	No
<b>Local business community</b>	No
<b>Schools</b>	No
<b>Trade Unions</b>	No
<b>External Partners (if yes please specify below)</b>	No
N/A	
<b>Other Council Departments (if yes please specify below)</b>	No
N/A	
<b>Other (if yes please specify below)</b>	No
N/A	

**Benefits to the organisation/staff/customers including performance improvements**

A £0.101m contribution to the Council's 2021/22 budget reduction requirement.

## Section C

**Key Risks and Mitigations:**

Risk	Mitigation
N/A	N/A
N/A	N/A
N/A	N/A

**Key Development and Delivery Milestones:**

Milestone	Timeline
Formal decision on budget reduction proposal.	4 March 2021.
N/A	N/A
N/A	N/A
N/A	N/A

## Section D

Consultation Required?	No
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

### Equality Impact Screening

Is there the potential for the proposed budget reduction to have a disproportionate adverse impact on any of the following?

Disabled people	No
Particular Ethnic Groups	No
Men or women (including impacts due to pregnancy/maternity)	No
People who are married or in a civil partnership	No
People of particular sexual orientation	No
People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	No
People on low incomes	No
People in particular age groups	No
Groups with particular faiths and beliefs	No

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	No
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## Section E

Finance Comments
There is a vacant post within the Procurement team which if deleted would achieve the budget reduction of £101k. However, the service is forecasting a pressure in 2020/21 currently projected at £512k after allowing for the offsetting effect of vacancies. This pressure relates to an unachievable income budget and the current reliance on agency staff.

Signed RO	04-Dec-2020
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Signed Finance	02-Oct-2020
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Cabinet Member Signature		
Name and Date	Cllr A Jabbar	18-Jan-2021

<b>Responsible Officer :</b>	<b>Anne Ryans</b>
<b>Cabinet Member :</b>	<b>Cllr A Jabbar</b>
<b>Support Officer :</b>	<b>Neil Stott</b>

## BR1 - Section A

<b>Service Area :</b>	<b>Finance</b>
<b>Budget Reduction Title :</b>	<b>Financial Services Redesign</b>

<b>Budget Reduction Proposal - Detail and Objectives :</b>
<p>The aim of the Finance Team is to deliver high quality service to the Council. It is required to operate having regard to relevant statutory requirements, Accounts and Audit regulations and Codes of Practice. From an Accountancy Division perspective, as a support service, the team has been structurally aligned to the Councils operational management arrangements. Other Divisions of service, (Internal Audit, Counter Fraud, Risk and Insurance, Information Governance, Revenues and Benefits, (including Accounts Receivable and Payable), Welfare Rights and Complaints have been designed to reflect the needs of the wider organisation. The whole service is, however, constantly reviewing its working arrangements to reflect efficiencies in operational practice to where possible reduce the head count requirement and ensure value for money.</p> <p>For some time, the approach has been that where vacancies occur, that these will only be filled where deemed essential and to consequently realign operating arrangements to reflect new ways of working, changes in organisational requirements and efficiencies. As a result the whole service needs to be formally restructured to remove vacancies and to have regard to any requests for Voluntary Redundancy which allow opportunities for further realignment. It is important to note that the service review will be in part focussed on a business partnering approach which will require managers to take more responsibility for financial management of their own services.</p> <p>The Service has year on year put forward budget reduction proposals and has considered how best it might support the significant budget challenge for 2021/22.</p>

<b>2020/21 Service Budget and Establishment</b>	<b>£000</b>
Employees	5,183
Other Operational Expenses	4,172
Income	(1,662)
<b>Total</b>	<b>7,693</b>

<b>Current Forecast (under) / overspend</b>	<b>332</b>
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<b>Number of posts (Full time equivalent)</b>	<b>114.79</b>
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	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
<b>Proposed Budget Reduction (£000)</b>	<b>(389)</b>	<b>0</b>	<b>0</b>
<b>Proposed Staffing Reductions (FTE)</b>	<b>9.40</b>	<b>0.00</b>	<b>0.00</b>

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	<b>Ongoing</b>
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
There will be no impact on property from this proposal.
<b>Service Delivery</b>
See additional information below.
<b>Future expected outcomes</b>
The proposal will contribute to the achievement of the 2021/22 budget reduction target.
<b>Organisation</b>
There will be no impact on the organisation from this proposal.
<b>Workforce</b>
There will be a reduction of 9.4 FTE which will be managed via vacancies and the voluntary redundancy process.
<b>Communities and Service Users</b>
There will be no impact on communities and service users from this proposal.
<b>Oldham Cares</b>
There will be no impact on Oldham Cares from this proposal.
<b>Other Partner Organisations</b>
There will be no impact on other partner organisations from this proposal.

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	Yes
<b>Residents</b>	No
<b>Local business community</b>	No
<b>Schools</b>	No
<b>Trade Unions</b>	Yes
<b>External Partners (if yes please specify below)</b>	No
N/A	
<b>Other Council Departments (if yes please specify below)</b>	No
N/A	
<b>Other (if yes please specify below)</b>	No
N/A	

**Benefits to the organisation/staff/customers including performance improvements**

A £0.389m contribution to the achievement of the 2021/22 budget reduction target.

## Section C

**Key Risks and Mitigations:**

<b>Risk</b>	<b>Mitigation</b>
Concerns expressed by staff.	Consultation and discussions with staff.
Concerns expressed by service users.	Service provision will not be compromised as some of the posts have been vacant for some time and the service reorganisation ensures service continuity.
Increased requirement for financial advice and support from the finance service.	The service is flexible and responsive to the demands of customers and can prioritise key activities accordingly.

**Key Development and Delivery Milestones:**

<b>Milestone</b>	<b>Timeline</b>
Preparation of a consultation document for staff.	December 2020.
Consult with staff and Trade Unions.	4 January 2021 - 18 February 2021.
Incorporation of any changes arising from consultation.	January / February 2021.
Implementation.	April 2021.

## Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	04-Jan-2021	18-Feb-2021
Trade Union	04-Jan-2021	18-Feb-2021
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

### Equality Impact Screening

Is there the potential for the proposed budget reduction to have a disproportionate adverse impact on any of the following?

Disabled people	No
Particular Ethnic Groups	No
Men or women (including impacts due to pregnancy/maternity)	No
People who are married or in a civil partnership	No
People of particular sexual orientation	No
People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	No
People on low incomes	No
People in particular age groups	No
Groups with particular faiths and beliefs	No

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	No
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## Section E

Finance Comments
<p>The Finance Service redesign will result in a net reduction of staff of 9.4 FTE's. This is by the deletion of posts either from voluntary redundancy or the deletion of existing vacant posts.</p> <p>The budget reduction is achievable from 2021-22.</p>

Signed RO	05-Jan-2021
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Signed Finance	17-Dec-2020
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Cabinet Member Signature		
Name and Date	Clr A Jabbar	18-Jan-2021

**Additional Information (if required)**

Impact on service delivery:

It is anticipated that service managers may be required to take a more proactive approach to financial management where a business partnering approach is applied. This will be managed with training/consultation as appropriate. Where there is a realignment with other teams, it is envisaged that services will be maintained but may be delivered differently.

<b>Reference :</b>	<b>CRC-BR1-448</b>
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<b>Responsible Officer :</b>	<b>Julia Veall</b>
<b>Cabinet Member :</b>	<b>Cllr A Chadderton</b>
<b>Support Officer :</b>	<b>Paul Dernley</b>

## BR1 - Section A

<b>Service Area :</b>	<b>HR &amp; Organisational Development</b>
<b>Budget Reduction Title :</b>	<b>Voluntary Redundancies</b>

<b>Budget Reduction Proposal - Detail and Objectives :</b>
<p>The Council's Voluntary Redundancy programme has resulted in the approval of applications, and therefore savings, additional to those captured in the existing budget reduction proposals. Cabinet have approved all Voluntary Redundancy Applications on the 30th November 2020 and this budget reduction proposal seeks to formalise the additional savings outside of already submitted proposals.</p>

<b>2020/21 Service Budget and Establishment</b>	(Not applicable - Cross cutting)	<b>£000</b>
Employees		
Other Operational Expenses		
Income		
<b>Total</b>		N/a

<b>Current Forecast (under) / overspend</b>	N/a
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<b>Number of posts (Full time equivalent)</b>	N/a
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	2021/22	2022/23	2023/24
<b>Proposed Budget Reduction (£000)</b>	(805)	0	0
<b>Proposed Staffing Reductions (FTE)</b>	18.93	0.00	0.00

<b>Is your proposal a "one-off" in 2021/22 or is it ongoing?</b>	Ongoing
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## Section B

What impact does the proposal have on the following? :

<b>Property</b>
None
<b>Service Delivery</b>
Services have considered the impact of approved applications and any structural changes as a result will be enacted in line with the corporate programme for service redesign.
<b>Future expected outcomes</b>
These will be determined at a service level and addressed through service redesign where necessary.
<b>Organisation</b>
The deletion of roles in connection with the acceptance of voluntary redundancy will impact on services in different ways. The impact will be determined at a service level and addressed through service redesign where necessary.
<b>Workforce</b>
The acceptance of voluntary redundancies to make savings will reduce the requirement to make compulsory redundancies as part of the budget reduction programme. This is therefore a positive way to make some of the required savings.
<b>Communities and Service Users</b>
These will be determined at a service level and addressed through service redesign where necessary.
<b>Oldham Cares</b>
These will be determined at a service level and addressed through service redesign where necessary.
<b>Other Partner Organisations</b>
These will be determined at a service level and addressed through service redesign where necessary.

Who are the key stakeholders?

<b>Staff</b>	Yes
<b>Elected Members</b>	No
<b>Residents</b>	No
<b>Local business community</b>	No
<b>Schools</b>	No
<b>Trade Unions</b>	Yes
<b>External Partners (if yes please specify below)</b>	No
N/a	
<b>Other Council Departments (if yes please specify below)</b>	No
N/a	
<b>Other (if yes please specify below)</b>	No
N/a	

## Benefits to the organisation/staff/customers including performance improvements

These will be determined at a service level and addressed through service redesign where necessary.

## Section C

### Key Risks and Mitigations:

Risk	Mitigation
The proposed Pension Reform regulations reduce exit packages to individuals if enacted prior to their leaving date.	Individuals adversely affected should the regulations come into force will be offered the option to withdraw their applications. This will need working through with services.
Services lose critical capacity which later needs replacing.	Services have carried out a detailed assessment to determine whether an application can be supported or not. Service redesigns may be required to support the deletion of certain roles and these are currently being worked through.
N/a	N/a

### Key Development and Delivery Milestones:

Milestone	Timeline
Voluntary redundancy scheme opens.	24 August 2020.
Voluntary redundancy scheme closes.	4 October 2020.
Default exit date for successful applicants.	31 December 2020.
Exit date for applicants for which the service cannot release in December due to service demands.	31 March 2021.

## Section D

Consultation Required?	No
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

### Equality Impact Screening

Is there the potential for the proposed budget reduction to have a disproportionate adverse impact on any of the following?

Disabled people	No
Particular Ethnic Groups	No
Men or women (including impacts due to pregnancy/maternity)	No
People who are married or in a civil partnership	No
People of particular sexual orientation	No
People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	No
People on low incomes	No
People in particular age groups	No
Groups with particular faiths and beliefs	No

EIA required? (automatically updates to Yes, if any of the above impacts are Yes)	No
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## Section E

Finance Comments
In support of the Workforce Redesign theme, and in order to deliver required saving, the Council launched a voluntary workforce reduction programme which contributed to a number of specific budget reduction proposals presented elsewhere in this report. In addition, requests for additional voluntary redundancy were received, cross cutting across services, which the Council can support through more efficient service delivery without affecting actual service provision. These additional approvals will deliver an estimated additional £0.805m budget reduction for 2021/22.

Signed RO	02-Dec-2020
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Signed Finance	15-Dec-2020
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Cabinet Member Signature		
Name and Date	Cllr A Chadderton	18-Jan-2021

# **Appendix 7**

## **Proposed 2021/22 Fees & Charges Schedules**

# **Fees & Charges**

DESCRIPTION OF FEES	2020/21 CHARGES				PROPOSED 2021/22 CHARGES				NET VARIANCE FROM PREVIOUS YEAR EXCL. VAT	
	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
<b>REGISTRARS, BIRTHS, DEATHS AND MARRIAGE DUTIES</b>										
<b>NATIONALITY CHECKING SERVICE</b> • European Passport Returns Service	10.00	Y	2.00	12.00	10.00	Y	2.00	12.00	0.0%	0.00
For applicants requiring assistance in completing application forms, fees will be doubled.										
<b>OPTIONAL SAME DAY CERTIFICATE SERVICE (24 hrs)</b>	35.00	N	0.00	35.00	35.00	N	0.00	35.00	0.0%	0.00
• Room Hire (Green Room) per half day	45.00	N	0.00	45.00	45.00	N	0.00	45.00	0.0%	0.00
<b>CERTIFICATES</b> • Birth, Death, Marriage, Civil Partnership - Issued on day	11.00	N	0.00	11.00	11.00	N	0.00	11.00	0.0%	0.00
<b>NOTICE OF MARRIAGE OR CIVIL PARTNERSHIP</b> • Notice of Marriage or Civil Partnership	35.00	N	0.00	35.00	35.00	N	0.00	35.00	0.0%	0.00
<b>OTHER FEES</b> • Locally authorised corrections on birth, marriage or death registration form	75.00	N	0.00	75.00	75.00	N	0.00	75.00	0.0%	0.00
• Corrections on birth, marriage or death registration forms requiring GRO authorisation	90.00	N	0.00	90.00	90.00	N	0.00	90.00	0.0%	0.00
• Changing birth name within the first 12 months	40.00	N	0.00	40.00	40.00	N	0.00	40.00	0.0%	0.00
• Local clearance of foreign divorce	50.00	N	0.00	50.00	50.00	N	0.00	50.00	0.0%	0.00
• GRO clearance of foreign divorce	75.00	N	0.00	75.00	75.00	N	0.00	75.00	0.0%	0.00
• Application for waiver of statutory waiting period for marriage	60.00	N	0.00	60.00	60.00	N	0.00	60.00	0.0%	0.00
<b>WEDDING AND FUNERALS AT EXTERNAL VENUES</b>										
<b>REGISTRAR FEES FOR WEDDINGS</b> • Tuesday to Thursday	375.00	N	0.00	375.00	375.00	N	0.00	375.00	0.0%	0.00
• Fridays and Saturdays	392.00	N	0.00	392.00	392.00	N	0.00	392.00	0.0%	0.00
• Sundays and Bank Holidays	445.00	N	0.00	445.00	445.00	N	0.00	445.00	0.0%	0.00
<b>REGISTRAR FEES FOR CIVIL FUNERALS</b> • Civil Funeral	140.00	N	0.00	140.00	140.00	N	0.00	140.00	0.0%	0.00

DESCRIPTION OF FEES	2020/21 CHARGES				PROPOSED 2021/22 CHARGES				NET VARIANCE FROM PREVIOUS YEAR EXCL. VAT	
	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
• Civil Funeral for Still Births	No Charge	N	0.00	No Charge	No Charge	N	0.00	No Charge	0.0%	0.00
<b>PROVISIONAL BOOKING FEE</b> • Non refundable deposit for all provisional bookings for ceremonies	40.00	N	0.00	40.00	40.00	N	0.00	40.00	0.0%	0.00
<b>REGISTER OFFICE CEREMONIES AT CHADDERTON TOWN HALL</b>										
<b>WEDDINGS / CIVIL CEREMONIES TUESDAY - THURSDAY</b>										
• Register Office (party max 6)	46.00	N	0.00	46.00	46.00	N	0.00	46.00	0.0%	0.00
• Chadderton Town Hall - Green Room (max 20)	102.50	Y	20.50	123.00	102.50	Y	20.50	123.00	0.0%	0.00
• Chadderton Town Hall - Oak Room (max 100)	156.67	Y	31.33	188.00	156.67	Y	31.33	188.00	0.0%	0.00
• Champagne Toast - Register Office (per person)	7.08	Y	1.42	8.50	7.08	Y	1.42	8.50	0.0%	0.00
<b>WEDDINGS / CIVIL CEREMONIES FRIDAY &amp; SATURDAY (AM)</b>										
• Green Room (party max 20) Chadderton Town Hall	112.50	Y	22.50	135.00	112.50	Y	22.50	135.00	0.0%	0.00
• Oak Room – Former Council Chamber (party max 100) Chadderton Town Hall	175.00	Y	35.00	210.00	175.00	Y	35.00	210.00	0.0%	0.00
<b>WEDDINGS / CIVIL CEREMONIES SATURDAY (PM)</b>										
• Weddings at Chadderton Town Hall - Green or Oak Room	325.00	Y	65.00	390.00	325.00	Y	65.00	390.00	0.0%	0.00
• Civil Partnerships at Chadderton Town Hall - Green or Oak Room	325.00	Y	65.00	390.00	325.00	Y	65.00	390.00	0.0%	0.00
<b>WEDDINGS / CIVIL CEREMONIES SUNDAYS AND BANK HOLIDAYS</b>										
• Weddings at Chadderton Town Hall - Green or Oak Room	366.67	Y	73.33	440.00	366.67	Y	73.33	440.00	0.0%	0.00
• Civil Partnerships at Chadderton Town Hall - Green or Oak Room	366.67	Y	73.33	440.00	366.67	Y	73.33	440.00	0.0%	0.00
<b>BABY NAMING CEREMONIES</b>										
• Tuesday – Saturday am at Chadderton Town Hall	145.83	Y	29.17	175.00	145.83	Y	29.17	175.00	0.0%	0.00
• Saturday pm or External Venues	190.00	Y	38.00	228.00	190.00	Y	38.00	228.00	0.0%	0.00
• Sundays and Bank Holidays	250.00	Y	50.00	300.00	250.00	Y	50.00	300.00	0.0%	0.00
<b>REAFFIRMATION OF VOWS</b>										
• Tuesday – Saturday am at Chadderton Town Hall	145.83	Y	29.17	175.00	145.83	Y	29.17	175.00	0.0%	0.00

DESCRIPTION OF FEES	2020/21 CHARGES				PROPOSED 2021/22 CHARGES				NET VARIANCE FROM PREVIOUS YEAR EXCL. VAT	
	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
• Saturday pm or External Venues	190.00	Y	38.00	228.00	190.00	Y	38.00	228.00	0.0%	0.00
• Sundays and Bank Holidays	250.00	Y	50.00	300.00	250.00	Y	50.00	300.00	0.0%	0.00
<b>NON - LEGAL PACKAGE</b>										
• Tuesday – Saturday	429.17	Y	85.83	515.00	429.17	Y	85.83	515.00	0.0%	0.00
• Sundays and Bank Holidays	516.67	Y	103.33	620.00	516.67	Y	103.33	620.00	0.0%	0.00
<b>CITIZENSHIP CEREMONIES</b>										
• Individual Citizenship Ceremonies	90.00	N	0.00	90.00	90.00	N	0.00	90.00	0.0%	0.00
• Public Citizenship Ceremonies	85.00	N	0.00	85.00	85.00	N	0.00	85.00	0.0%	0.00
<b>LIBRARIES, LEISURE AND CULTURE</b>										
<b>LIBRARY CARD</b>										
• Adults	2.00	N	0.00	2.00	2.00	N	0.00	2.00	0.0%	0.00
• Concession	1.00	N	0.00	1.00	1.00	N	0.00	1.00	0.0%	0.00
• Book Reservations	FREE	N	0.00	FREE	FREE	N	0.00	FREE	0.0%	0.00
• Inter Library Reservations	6.00	N	0.00	6.00	6.00	N	0.00	6.00	0.0%	0.00
• Loan of Music Score	20.00	N	0.00	20.00	20.00	N	0.00	20.00	0.0%	0.00
• Loan of Play Sets	15.00	N	0.00	15.00	15.00	N	0.00	15.00	0.0%	0.00
<b>PHOTOCOPYING AND PRINTING</b>										
• A4 B&W	0.20	N	0.00	0.20	0.20	N	0.00	0.20	0.0%	0.00
• A4 Colour	1.00	N	0.00	1.00	1.00	N	0.00	1.00	0.0%	0.00
• A3 B&W	0.30	N	0.00	0.30	0.30	N	0.00	0.30	0.0%	0.00
• A3 Colour	1.50	N	0.00	1.50	1.50	N	0.00	1.50	0.0%	0.00
<b>FAX</b>										
• Send - All £1.00 first sheet, 0.50p per subsequent sheet	1.00	N	0.00	1.00	1.00	N	0.00	1.00	0.0%	0.00
• Receive - All	1.00	N	0.00	1.00	1.00	N	0.00	1.00	0.0%	0.00
<b>LIBRARIES ROOM HIRE</b>										
• Performance Space Oldham Library	25.00	N	0.00	25.00	25.00	N	0.00	25.00	0.0%	0.00
• Meeting Rooms	12.50	N	0.00	12.50	12.50	N	0.00	12.50	0.0%	0.00
• Sensory Room - Public bookings for half an hour slot	3.00	N	0.00	3.00	3.00	N	0.00	3.00	0.0%	0.00
• Sensory Room - Themed session - price per child attending	3.00	N	0.00	3.00	3.00	N	0.00	3.00	0.0%	0.00
• Sensory Room - Group bookings for one hour slots	10.00	N	0.00	10.00	10.00	N	0.00	10.00	0.0%	0.00

DESCRIPTION OF FEES	2020/21 CHARGES				PROPOSED 2021/22 CHARGES				NET VARIANCE FROM PREVIOUS YEAR EXCL. VAT	
	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
• Sensory Room - Book Bag Session	30.00	N	0.00	30.00	30.00	N	0.00	30.00	0.0%	0.00
• Sensory Room - Schools and private settings annual subscription offer- includes two sessions per month, incorporating two book bag sessions	215.00	N	0.00	215.00	215.00	N	0.00	215.00	0.0%	0.00
<b>BOOK FINES</b>										
• Adults per book per day	No Charge	N	0.00	No Charge	No Charge	N	0.00	No Charge	0.0%	0.00
• Teens per book per day	No Charge	N	0.00	No Charge	No Charge	N	0.00	No Charge	0.0%	0.00
• Children per book per day	No Charge	N	0.00	No Charge	No Charge	N	0.00	No Charge	0.0%	0.00
• Over 60's	No Charge	N	0.00	No Charge	No Charge	N	0.00	No Charge	0.0%	0.00
<b>OTHER FINES</b>										
• DVDs per week	No Charge	N	0.00	No Charge	No Charge	N	0.00	No Charge	0.0%	0.00
• CD ROMS per week	No Charge	N	0.00	No Charge	No Charge	N	0.00	No Charge	0.0%	0.00
<b>OLDHAM THEATRE WORKSHOP</b>										
<b>ACTING &amp; DEVISING WORKSHOP</b>										
• In Oldham	55.00	N	0.00	55.00	55.00	N	0.00	55.00	0.0%	0.00
• In Oldham on benefit	30.00	N	0.00	30.00	30.00	N	0.00	30.00	0.0%	0.00
• Outside Oldham	70.00	N	0.00	70.00	70.00	N	0.00	70.00	0.0%	0.00
• Outside Oldham on benefit	40.00	N	0.00	40.00	40.00	N	0.00	40.00	0.0%	0.00
<b>CREATE A PERFORMANCE</b>										
• In Oldham	70.00	N	0.00	70.00	70.00	N	0.00	70.00	0.0%	0.00
• In Oldham on benefit	35.00	N	0.00	35.00	35.00	N	0.00	35.00	0.0%	0.00
• Outside Oldham	88.00	N	0.00	88.00	88.00	N	0.00	88.00	0.0%	0.00
• Outside Oldham on benefit	48.00	N	0.00	48.00	48.00	N	0.00	48.00	0.0%	0.00
<b>IMAGINEERS</b>										
• In Oldham	48.00	N	0.00	48.00	48.00	N	0.00	48.00	0.0%	0.00
• In Oldham on benefit	25.00	N	0.00	25.00	25.00	N	0.00	25.00	0.0%	0.00
• Outside Oldham	63.00	N	0.00	63.00	63.00	N	0.00	63.00	0.0%	0.00
• Outside Oldham on benefit	32.00	N	0.00	32.00	32.00	N	0.00	32.00	0.0%	0.00
<b>SHOW (SUMMER AND CHRISTMAS)</b>										
• In Oldham	105.00	N	0.00	105.00	105.00	N	0.00	105.00	0.0%	0.00
• In Oldham on benefit	52.00	N	0.00	52.00	52.00	N	0.00	52.00	0.0%	0.00
• Outside Oldham	120.00	N	0.00	120.00	120.00	N	0.00	120.00	0.0%	0.00
• Outside Oldham on benefit	60.00	N	0.00	60.00	60.00	N	0.00	60.00	0.0%	0.00
<b>SHOW (SUMMER SMALLER SHOW)</b>										
• In Oldham	85.00	N	0.00	85.00	85.00	N	0.00	85.00	0.0%	0.00

DESCRIPTION OF FEES	2020/21 CHARGES				PROPOSED 2021/22 CHARGES				NET VARIANCE FROM PREVIOUS YEAR EXCL. VAT	
	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
• In Oldham on benefit	45.00	N	0.00	45.00	45.00	N	0.00	45.00	0.0%	0.00
• Outside Oldham	95.00	N	0.00	95.00	95.00	N	0.00	95.00	0.0%	0.00
• Outside Oldham on benefit	50.00	N	0.00	50.00	50.00	N	0.00	50.00	0.0%	0.00
• Summer Holiday Show in a Week one price for all	70.00	N	0.00	70.00	70.00	N	0.00	70.00	0.0%	0.00
• Actors House - Once a year one price for all	35.00	N	0.00	35.00	35.00	N	0.00	35.00	0.0%	0.00
<b>SHOW TICKET PRICE</b>										
• In Oldham	12.00	N	0.00	12.00	12.00	N	0.00	12.00	0.0%	0.00
• In Oldham on benefit	8.00	N	0.00	8.00	8.00	N	0.00	8.00	0.0%	0.00
• Outside Oldham	12.00	N	0.00	12.00	12.00	N	0.00	12.00	0.0%	0.00
• Outside Oldham on benefit	8.00	N	0.00	8.00	8.00	N	0.00	8.00	0.0%	0.00
• Show backs at internal Oldham Theatre Workshop studio venue	2.00	N	0.00	2.00	2.00	N	0.00	2.00	0.0%	0.00
<b>LOCAL STUDIES &amp; ARCHIVES</b>										
<b>LOCAL STUDIES LIBRARY</b>										
• Photocopying	0.20 - 1.20	N	0.00	0.20 - 1.20	0.20 - 1.20	N	0.00	0.20 - 1.20	0.0%	0.00
• Photocopying of Archives	0.50 - 2.10	N	0.00	0.50 - 2.10	0.50 - 2.10	N	0.00	0.50 - 2.10	0.0%	0.00
• Microfiche	0.80 - 1.60	N	0.00	0.80 - 1.60	0.80 - 1.60	N	0.00	0.80 - 1.60	0.0%	0.00
• Use of Digital Camera	6.00 - 12.00	N	0.00	6.00 - 12.00	6.00 - 12.00	N	0.00	6.00 - 12.00	0.0%	0.00
• OS 25" Map Copies	12.00	N	0.00	12.00	12.00	N	0.00	12.00	0.0%	0.00
• Lectures	30.00	N	0.00	30.00	30.00	N	0.00	30.00	0.0%	0.00
• Research	6.00 - 35.00	N	0.00	6.00 - 35.00	6.00 - 35.00	N	0.00	6.00 - 35.00	0.0%	0.00
• Copies of photographs	6.00	N	0.00	6.00	6.00	N	0.00	6.00	0.0%	0.00
<b>REPRODUCTION</b>										
• Books, periodicals, e-books, CD-Roms	30.00 - 120.00	N	0.00	30.00 - 120.00	30.00 - 120.00	N	0.00	30.00 - 120.00	0.0%	0.00
• Presentations and internal reports	60.00 - 120.00	N	0.00	60.00 - 120.00	60.00 - 120.00	N	0.00	60.00 - 120.00	0.0%	0.00
• Advertising in newspapers and periodicals	60.00 - 120.00	N	0.00	60.00 - 120.00	60.00 - 120.00	N	0.00	60.00 - 120.00	0.0%	0.00
• Television	60.00 - 700.00	N	0.00	60.00 - 700.00	60.00 - 700.00	N	0.00	60.00 - 700.00	0.0%	0.00
• Videos DVD's and films	120.00 - 240.00	N	0.00	120.00 - 240.00	120.00 - 240.00	N	0.00	120.00 - 240.00	0.0%	0.00
• Exhibitions	60.00	N	0.00	60.00	60.00	N	0.00	60.00	0.0%	0.00
• Interior Decoration of commercial premises	60.00	N	0.00	60.00	60.00	N	0.00	60.00	0.0%	0.00
<b>OLDHAM GALLERY</b>										
<b>OLDHAM GALLERY ROOM HIRE</b>										
• Education Suite Per hour	22.50	N	0.00	22.50	22.50	N	0.00	22.50	0.0%	0.00

DESCRIPTION OF FEES	2020/21 CHARGES				PROPOSED 2021/22 CHARGES				NET VARIANCE FROM PREVIOUS YEAR EXCL. VAT	
	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
• Education Suite - Out of Hours	Price on Arrangem'nt	N	0.00	Price on Arrangem'nt	Price on Arrangem'nt	N	0.00	Price on Arrangem'nt		
• Gallery Per Hour	Price on Arrangem'nt	N	0.00	Price on Arrangem'nt	Price on Arrangem'nt	N	0.00	Price on Arrangem'nt		
• All Gallery	Price on Arrangem'nt	N	0.00	Price on Arrangem'nt	Price on Arrangem'nt	N	0.00	Price on Arrangem'nt		
<b>GALLERY OLDHAM LEARNING ACTIVITIES</b>										
• School's workshop	100.00	N	0.00	100.00	100.00	N	0.00	100.00	0.0%	0.00
• Go Explorers (toddlers sessions) - child charge	3.50	N	0.00	3.50	3.50	N	0.00	3.50	0.0%	0.00
• Adult Art & Craft class	20.00	N	0.00	20.00	20.00	N	0.00	20.00	0.0%	0.00
• Small Cinema ticket	2.50	Y	0.50	3.00	2.50	Y	0.50	3.00	0.0%	0.00
<b>MUSIC CENTRE</b>										
<b>MUSIC CENTRE ACTIVITIES</b>										
(Membership Fees - Academic year charges Sepember to August annually)										
• Tuition Fees per term	48.50	N	0.00	48.50	49.00	N	0.00	49.00	1.0%	0.50
• Tuition Fees Additional siblings per term	40.00	N	0.00	40.00	40.50	N	0.00	40.50	1.3%	0.50
• Tuition Fees Pre-school per term	54.00	N	0.00	54.00	54.50	N	0.00	54.50	0.9%	0.50
• Tuition Fees Adults per term	56.50	N	0.00	56.50	57.00	N	0.00	57.00	0.9%	0.50
• Tuition Fees Additional Groups per term	56.50	N	0.00	56.50	57.00	N	0.00	57.00	0.9%	0.50
• Letting of rooms (public) per hour per term	52.50	N	0.00	52.50	53.00	N	0.00	53.00	1.0%	0.50
• Letting of rooms (exam board) per day per term	180.00	N	0.00	180.00	182.00	N	0.00	182.00	1.1%	2.00
<b>SERVICES DELIVERED IN SCHOOLS</b>										
(Academic year charges Sepember to August annually)										
• Whole Class Instrumental Tuition (WCIT)	2,445.00	N	0.00	2,445.00	2,470.00	N	0.00	2,470.00	1.0%	25.00
• Ongoing Opportunities (first 30 mins)	FREE	N	0.00	FREE	FREE	N	0.00	FREE	0.0%	0.00
• Ongoing Opportunities (additional 30 min blocks)	1,025.00	N	0.00	1,025.00	1,035.00	N	0.00	1,035.00	1.0%	10.00
• Hands and Voices	2,047.00	N	0.00	2,047.00	2,065.00	N	0.00	2,065.00	0.9%	18.00
• Tune-in to Talking	2,047.00	N	0.00	2,047.00	2,065.00	N	0.00	2,065.00	0.9%	18.00
• Music Therapy	2,047.00	N	0.00	2,047.00	2,065.00	N	0.00	2,065.00	0.9%	18.00
• Pre-WCIT Class Music	2,047.00	N	0.00	2,047.00	2,065.00	N	0.00	2,065.00	0.9%	18.00
• Curriculum KS2 Class Music	2,047.00	N	0.00	2,047.00	2,065.00	N	0.00	2,065.00	0.9%	18.00
• Musical Beginnings (pre-school music classes)	2,047.00	N	0.00	2,047.00	2,065.00	N	0.00	2,065.00	0.9%	18.00
• Choir/Band/Ensemble rehearsals	2,047.00	N	0.00	2,047.00	2,065.00	N	0.00	2,065.00	0.9%	18.00
• Small Group instrumental/vocal tuition	2,047.00	N	0.00	2,047.00	2,065.00	N	0.00	2,065.00	0.9%	18.00

DESCRIPTION OF FEES	2020/21 CHARGES				PROPOSED 2021/22 CHARGES				NET VARIANCE FROM PREVIOUS YEAR EXCL. VAT	
	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
<b>OUTDOOR EDUCATION</b>										
<b>PROVISION OF INSTRUCTORS FOR ACTIVITIES OLDHAM SCHOOLS, ACADEMIES WITH SLA &amp; PCS / IYS</b>										
• Environmental Education Course fee per group excludes transport to/ from centre per day	278.80	N	0.00	278.80	283.00	N	0.00	283.00	1.5%	4.20
• Environmental Education Course fee per group excludes transport to/ from centre per half day	152.93	N	0.00	152.93	155.25	N	0.00	155.25	1.5%	2.32
• Outdoor Education activities per instructor includes equipment & minibus to/from & during activities per day	200.40	N	0.00	200.40	203.50	N	0.00	203.50	1.5%	3.10
• Outdoor Education activities per instructor includes equipment & minibus to/from & during activities per half day	126.57	N	0.00	126.57	128.50	N	0.00	128.50	1.5%	1.93
• Use of minibus by groups for activities not associated with the Service	79.10	N	0.00	79.10	80.00	N	0.00	80.00	1.1%	0.90
<b>OTHER GROUPS INCLUDING ACADEMIES WITHOUT SLA'S</b>										
• Environmental Education Course fee per group excludes transport to/ from centre per day	335.95	Y	67.19	403.14	341.00	Y	68.20	409.20	1.5%	5.05
• Outdoor Education activities per instructor includes equipment & minibus during activities but excludes transport to/ from Centre per day	335.95	Y	67.19	403.14	341.00	Y	68.20	409.20	1.5%	5.05
• Outdoor Education activities per instructor includes equipment & minibus during activities but excludes transport to/ from Centre per half day	190.08	Y	38.02	228.10	193.00	Y	38.60	231.60	1.5%	2.92
<b>RESIDENTIAL CHARGES PER PERSON PER NIGHT OLDHAM SCHOOLS, ACADEMIES WITH SLA &amp; PCS / IYS</b>										
• Castleshaw Primary pupil accommodation	5.08	Y	1.02	6.10	5.15	Y	1.03	6.18	1.4%	0.07
• Castleshaw Secondary pupil accommodation	7.92	Y	1.58	9.50	8.05	Y	1.61	9.66	1.6%	0.13
• Castleshaw Adult accommodation	10.17	Y	2.03	12.20	10.30	Y	2.06	12.36	1.3%	0.13
• Castleshaw Laundry	2.87	Y	0.57	3.44	2.92	Y	0.58	3.50	1.7%	0.05
• Castleshaw Camping - Per Person, Per night	5.00	Y	1.00	6.00	5.00	Y	1.00	6.00	0.0%	0.00
<b>OTHER GROUPS INCLUDING ACADEMIES WITHOUT SLA'S</b>										
• Castleshaw - Under 12 years accommodation	8.18	Y	1.64	9.82	8.33	Y	1.67	10.00	1.8%	0.15
• Castleshaw - Under 16 years accommodation	9.55	Y	1.91	11.46	9.71	Y	1.94	11.65	1.7%	0.16
• Castleshaw - Adult accommodation	13.71	Y	2.74	16.45	13.92	Y	2.78	16.70	1.5%	0.21

DESCRIPTION OF FEES	2020/21 CHARGES				PROPOSED 2021/22 CHARGES				NET VARIANCE FROM PREVIOUS YEAR EXCL. VAT	
	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
• Castleshaw Laundry	2.87	Y	0.57	3.44	2.92	Y	0.58	3.50	1.7%	0.05
• Castleshaw Camping - Per Person, Per night	4.92	Y	0.98	5.90	5.00	Y	1.00	6.00	1.6%	0.08
<b>CATERING PER PERSON OLDHAM SCHOOLS, ACADEMIES WITH SLA &amp; PCS / IYS</b>										
• Castleshaw Breakfast - Under 12 years	2.52	N	0.00	2.52	2.56	N	0.00	2.56	1.6%	0.04
• Castleshaw Packed lunch - Under 12 years	4.06	N	0.00	4.06	4.12	N	0.00	4.12	1.5%	0.06
• Castleshaw Evening meal - Under 12 years	4.86	N	0.00	4.86	4.93	N	0.00	4.93	1.4%	0.07
• Castleshaw Breakfast - Under 16 years	2.99	N	0.00	2.99	3.03	N	0.00	3.03	1.3%	0.04
• Castleshaw Packed lunch - Under 16 years	4.43	N	0.00	4.43	4.50	N	0.00	4.50	1.6%	0.07
• Castleshaw Evening meal - Under 16 years	5.12	N	0.00	5.12	5.20	N	0.00	5.20	1.6%	0.08
• Castleshaw Breakfast - Adult	3.76	N	0.00	3.76	3.82	N	0.00	3.82	1.6%	0.06
• Castleshaw Packed lunch - Adult	5.12	N	0.00	5.12	5.20	N	0.00	5.20	1.6%	0.08
• Castleshaw Evening meal - Adult	7.46	N	0.00	7.46	7.57	N	0.00	7.57	1.5%	0.11
<b>OTHER GROUPS INCLUDING ACADEMIES WITHOUT SLA'S</b>										
• Castleshaw Breakfast - Under 12 years	2.52	Y	0.50	3.02	2.56	Y	0.51	3.07	1.6%	0.04
• Castleshaw Packed lunch - Under 12 years	4.06	Y	0.81	4.87	4.12	Y	0.82	4.94	1.5%	0.06
• Castleshaw Evening meal - Under 12 years	4.87	Y	0.97	5.84	4.93	Y	0.99	5.92	1.2%	0.06
• Castleshaw Breakfast - Under 16 years	2.99	Y	0.60	3.59	3.03	Y	0.61	3.64	1.3%	0.04
• Castleshaw Packed lunch - Under 16 years	4.43	Y	0.89	5.32	4.50	Y	0.90	5.40	1.6%	0.07
• Castleshaw Evening meal - Under 16 years	5.12	Y	1.02	6.14	5.20	Y	1.04	6.24	1.6%	0.08
• Castleshaw Breakfast - Adult	3.76	Y	0.75	4.51	3.82	Y	0.76	4.58	1.6%	0.06
• Castleshaw Packed lunch - Adult	5.12	Y	1.02	6.14	5.20	Y	1.04	6.24	1.6%	0.08
• Castleshaw Evening meal - Adult	7.47	Y	1.49	8.96	7.57	Y	1.51	9.08	1.3%	0.10
• Castleshaw Cooked lunch (if available) - Adult	7.47	Y	1.49	8.96	7.57	Y	1.51	9.08	1.3%	0.10
<b>VARIOUS OTHER CHARGES OLDHAM SCHOOLS, ACADEMIES WITH SLA &amp; PCS / IYS</b>										
• Castleshaw - Daily hire of centre	223.74	N	0.00	223.74	227.10	N	0.00	227.10	1.5%	3.36
• Castleshaw - meeting room hire per half day	67.25	N	0.00	67.25	68.25	N	0.00	68.25	1.5%	1.00
• Castleshaw - meeting room hire per day	134.57	N	0.00	134.57	136.60	N	0.00	136.60	1.5%	2.03
• Castleshaw - yurt hire per half day	67.25	N	0.00	67.25	68.25	N	0.00	68.25	1.5%	1.00
• Castleshaw - yurt hire per day	134.57	N	0.00	134.57	136.60	N	0.00	136.60	1.5%	2.03
• Under occupancy	5.10	N	0.00	5.10	5.15	N	0.00	5.15	1.0%	0.05
• Castleshaw Refreshments	2.90	N	0.00	2.90	2.94	N	0.00	2.94	1.4%	0.04
• Transport	207.25	N	0.00	207.25	210.50	N	0.00	210.50	1.6%	3.25

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<b>OTHER GROUPS INCLUDING ACADEMIES WITHOUT SLA'S</b>										
• Castleshaw - Daily hire of centre	223.74	Y	44.75	268.49	227.10	Y	45.42	272.52	1.5%	3.36
• Castleshaw - meeting room hire per half day	67.25	Y	13.45	80.70	68.25	Y	13.65	81.90	1.5%	1.00
• Castleshaw - meeting room hire per day	134.58	Y	26.92	161.50	136.60	Y	27.32	163.92	1.5%	2.02
• Castleshaw - yurt hire per half day	67.25	Y	13.45	80.70	68.25	Y	13.65	81.90	1.5%	1.00
• Castleshaw - yurt hire per day	134.58	Y	26.92	161.50	136.60	Y	27.32	163.92	1.5%	2.02
• Under occupancy	8.15	Y	1.63	9.78	8.33	Y	1.67	10.00	2.2%	0.18
• Castleshaw booking deposit	150.00	Y	30.00	180.00	150.00	Y	30.00	180.00	0.0%	0.00
• Castleshaw Refreshments	2.90	Y	0.58	3.48	2.94	Y	0.59	3.53	1.4%	0.04
• Transport	280.00	N	0.00	280.00	285.00	N	0.00	285.00	1.8%	5.00
<b>SCHOOL SWIMMING SERVICE</b>										
• Swimming session - 30 minutes per week x 38 weeks	2,690.00	N	0.00	2,690.00	2,791.00	N	0.00	2,791.00	3.8%	101.00
<b>SPORTS DEVELOPMENT</b>										
• In School Coaching Programme - 1/2 Day per week x 38 weeks	3,750.00	N	0.00	3,750.00	3,750.00	N	0.00	3,750.00	0.0%	0.00
<b>STUDY SUPPORT</b>										
• Schools Linking Project Core Offer April - March Children University Annual Membership Fee September - July	1,632.00	N	0.00	1,632.00	1,632.00	N	0.00	1,632.00	0.0%	0.00
• Primary School	396.00	N	0.00	396.00	396.00	N	0.00	396.00	0.0%	0.00
• Secondary School	550.00	N	0.00	550.00	550.00	N	0.00	550.00	0.0%	0.00
Laticzone Alternative Provision										
• 1-1 Provision per student per day	225.00	Y	45.00	270.00	225.00	Y	45.00	270.00	0.0%	0.00
• Group of 4 (Charge per student per day)	113.00	Y	22.60	135.60	113.00	Y	22.60	135.60	0.0%	0.00
<b>LIFELONG LEARNING</b>										
<b>LIFELONG LEARNING COURSE FEES (academic year charges from August 2019)</b>										
• Some courses and room hires will be individually priced and will fall outside the hourly rate.										
<b>TUITION FEES ADULT EDUCATION BUDGET (AEB)</b>										
• Engagement courses	FREE	N	0.00	FREE	FREE	N	0.00	FREE	0.0%	0.00
• Get Oldham Working - Employability courses	FREE	N	0.00	FREE	FREE	N	0.00	FREE	0.0%	0.00
• Adult Skills classes per hour	3.25	N	0.00	3.25	3.35	N	0.00	3.35	3.1%	0.10

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• Community Learning classes per hour	4.03	N	0.00	4.03	4.15	N	0.00	4.15	3.0%	0.12
• Concessionary fee for Community Learning classes per hour	1.33	N	0.00	1.33	1.37	N	0.00	1.37	3.0%	0.04
• Concessionary fee for Adult Skills	FREE	N	0.00	FREE	FREE	N	0.00	FREE	0.0%	0.00
• Basic Skills - English and Maths, Family Learning	FREE	N	0.00	FREE	FREE	N	0.00	FREE	0.0%	0.00
<b>ACCREDITATION FEES - ALL PAYABLE AT ENROLMENT</b>										
• Full fee	Actual awarding body charge	N	0.00	Actual awarding body charge	Actual awarding body charge	N	0.00	Actual awarding body charge		
• Concessionary fee	FREE	N	0.00	FREE	FREE	N	0.00	FREE	0.0%	0.00
<b>CRECHE PROVISION</b>										
• Full fee paying learner per child, per session (crèches on main sites)	4.05	N	0.00	4.05	4.17	N	0.00	4.17	3.0%	0.12
• Concessionary fee per child per session	FREE	N	0.00	FREE	FREE	N	0.00	FREE	0.0%	0.00
<b>COMMUNITY GROUP MEMBER USE</b>										
• Full Fee Annual charge (40 weeks)	71.72	N	0.00	71.72	73.88	N	0.00	73.88	3.0%	2.16
• Concessionary fee (Annual charge – 40 weeks)	35.86	N	0.00	35.86	36.94	N	0.00	36.94	3.0%	1.08
• Full Fee (Annual charge reduction for 20 weeks)	35.86	N	0.00	35.86	36.94	N	0.00	36.94	3.0%	1.08
• Concessionary Fee (Annual charge reduction for 20 weeks)	17.93	N	0.00	17.93	18.47	N	0.00	18.47	3.0%	0.54
• Short term rate – weekly charge	1.85	N	0.00	1.85	1.91	N	0.00	1.91	3.2%	0.06
<b>ROOM HIRE: INDIVIDUALS AND EXTERNAL SERVICES</b>										
• Weekdays (per hour)	24.35	N	0.00	24.35	25.08	N	0.00	25.08	3.0%	0.73
• Weekends (per hour) Saturday (Up to 5pm)	33.68	N	0.00	33.68	34.69	N	0.00	34.69	3.0%	1.01
• Weekends (per hour) Saturday (after 5pm) + Sunday (up to 4pm)	40.58	N	0.00	40.58	41.80	N	0.00	41.80	3.0%	1.22
• Specialist space hire i.e. kitchen, I.T Rooms (per hour)	30.18	N	0.00	30.18	31.09	N	0.00	31.09	3.0%	0.91
<b>ADULT SOCIAL CARE - PROTECTION OF PROPERTY</b>										
• Admin fee with property search	584.23	N	0.00	584.23	595.91	N	0.00	595.91	2.0%	11.68
• Admin fee without property search	326.23	N	0.00	326.23	332.75	N	0.00	332.75	2.0%	6.52
• Burial/cremation	Cost of Service	N	0.00	Cost of service	Cost of service	N	0.00	Cost of service		
• Administration fee (per hour)	18.54	N	0.00	18.54	18.91	N	0.00	18.91	2.0%	0.37

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• Storage of property less than 28 days	FREE	N	0.00	FREE	FREE	N	0.00	FREE	0.0%	0.00
• Storage of property over 28 days	63.00	N	0.00	63.00	64.26	N	0.00	64.26	2.0%	1.26
• Deferred Payment Agreement set up fee	555.17	N	0.00	555.17	566.27	N	0.00	566.27	2.0%	11.10
• Deferred Payment Annual Fee	267.80	N	0.00	267.80	273.16	N	0.00	273.16	2.0%	5.36
• Deferred Payment Closure Fee	123.60	N	0.00	123.60	126.07	N	0.00	126.07	2.0%	2.47
• Appointeeship Charges - Residential	5.15	N	0.00	5.15	5.25	N	0.00	5.25	1.9%	0.10
• Appointeeship Charges - Community	10.30	N	0.00	10.30	10.50	N	0.00	10.50	1.9%	0.20
<b>ADULT SOCIAL CARE - HOUSING AND CARE</b>										
• New Health and Well-Being Charge in Extra Care Housing (per week)	Actual cost of provision	N	0.00	Actual cost of provision	Actual cost of provision	N	0.00	Actual cost of provision		
• Helpline services (per week) - Bronze	2.00	N	0.00	2.00	2.00	N	0.00	2.00	0.0%	0.00
• Helpline services (per week) - Silver	5.00	N	0.00	5.00	5.00	N	0.00	5.00	0.0%	0.00
• Helpline services (per week) - Gold	6.50	N	0.00	6.50	6.50	N	0.00	6.50	0.0%	0.00
• Housing 21 Helpline services (per week) - Silver	3.00	N	0.00	3.00	3.00	N	0.00	3.00	0.0%	0.00
• Housing 21 Helpline services (per week) - Gold	5.00	N	0.00	5.00	5.00	N	0.00	5.00	0.0%	0.00
• Installing Helpline	40.00	N	0.00	40.00	40.00	N	0.00	40.00	0.0%	0.00
• Installing a Keysafe	65.00	N	0.00	65.00	65.00	N	0.00	65.00	0.0%	0.00
• Installing Helpline and a Keysafe	95.00	N	0.00	95.00	95.00	N	0.00	95.00	0.0%	0.00
• Assistive Technology per item per week	1.00	N	0.00	1.00	1.00	N	0.00	1.00	0.0%	0.00
• Pill Dispenser (lost or damaged)	150.00	N	0.00	150.00	150.00	N	0.00	150.00	0.0%	0.00
• Lost or Missing Equipment	Dependent on Equipment	N	0.00	Dependent on Equipment	Dependent on Equipment	N	0.00	Dependent on Equipment		
<b>COURT OF PROTECTION FEES</b>										
• Work up to First Order	745.00	N	0.00	745.00	745.00	N	0.00	745.00	0.0%	0.00
• Lodgement of Account	216.00	N	0.00	216.00	216.00	N	0.00	216.00	0.0%	0.00
• General working first year (assets over £16K)	775.00	N	0.00	775.00	775.00	N	0.00	775.00	0.0%	0.00
• General work in any subsequent year (assets over £16K)	650.00	N	0.00	650.00	650.00	N	0.00	650.00	0.0%	0.00
• Subsequent year - Assets over £16K (3.5% of balance)	Dependent on Balance	N	0.00	Dependent on Balance	Dependent on Balance	N	0.00	Dependent on Balance		
• Annual property management fee	300.00	N	0.00	300.00	300.00	N	0.00	300.00	0.0%	0.00
• Preparation of a basic HMRC tax return on behalf of the client	70.00	N	0.00	70.00	70.00	N	0.00	70.00	0.0%	0.00
• Preparation of a complex HMRC tax return on behalf of the client	140.00	N	0.00	140.00	140.00	N	0.00	140.00	0.0%	0.00
• Travel Rates - deputy visits to client @ £40 per hour	Dependent on number of visits	N	0.00	Dependent on number of visits	Dependent on number of visits	N	0.00	Dependent on number of visits		

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<b>FACILITIES MANAGEMENT</b>										
<b>CHADDERTON TOWN HALL / FAILSWORTH TOWN HALL</b>										
• Hourly Charge (including 1 Steward)	90.00	N	0.00	90.00	90.00	N	0.00	90.00	0.0%	0.00
• Data Projector Screen	21.50	N	0.00	21.50	21.50	N	0.00	21.50	0.0%	0.00
• Microphone	12.50	N	0.00	12.50	12.50	N	0.00	12.50	0.0%	0.00
• Screen	6.50	N	0.00	6.50	6.50	N	0.00	6.50	0.0%	0.00
• Flip Chart	6.50	N	0.00	6.50	6.50	N	0.00	6.50	0.0%	0.00
• PA System	35.00	N	0.00	35.00	35.00	N	0.00	35.00	0.0%	0.00
• Data Projector Screen	22.50	N	0.00	22.50	22.50	N	0.00	22.50	0.0%	0.00
<b>QUEEN ELIZABETH HALL AND CHADDERTON TOWN HALL</b>										
<b>STEWARDS</b>										
• Hourly Charge Per Steward	16.50	N	0.00	16.50	16.50	N	0.00	16.50	0.0%	0.00
• Minimum Charge 4 Hours	80.00	N	0.00	80.00	80.00	N	0.00	80.00	0.0%	0.00
• QEH hires including Parking Provision Evening and Sundays only	266.50	Y	53.30	319.80	266.50	Y	53.30	319.80	0.0%	0.00
<b>LINK CENTRE ROOM HIRE</b>										
<b>MEETING ROOM 1 AND 2 (PER HOUR)</b>										
• Weekdays 8:30 -17:00	20.00	N	0.00	20.00	20.00	N	0.00	20.00	0.0%	0.00
• Evenings 17:00 - 21:30	26.50	N	0.00	26.50	26.50	N	0.00	26.50	0.0%	0.00
• Saturday	32.50	N	0.00	32.50	32.50	N	0.00	32.50	0.0%	0.00
• Sunday	40.00	N	0.00	40.00	40.00	N	0.00	40.00	0.0%	0.00
<b>FUNCTION ROOMS (FULL ROOM - PER HOUR)</b>										
• Weekdays 8:30 -17:00	40.00	N	0.00	40.00	40.00	N	0.00	40.00	0.0%	0.00
• Evenings 17:00 - 21:30	46.50	N	0.00	46.50	46.50	N	0.00	46.50	0.0%	0.00
• Saturday	55.00	N	0.00	55.00	55.00	N	0.00	55.00	0.0%	0.00
• Sunday	65.00	N	0.00	65.00	65.00	N	0.00	65.00	0.0%	0.00
<b>FUNCTION ROOMS (HALF ROOM - PER HOUR)</b>										
• Weekdays 8:30 -17:00	28.00	N	0.00	28.00	28.00	N	0.00	28.00	0.0%	0.00
• Evenings 17:00 - 21:30	35.00	N	0.00	35.00	35.00	N	0.00	35.00	0.0%	0.00
• Saturday	40.00	N	0.00	40.00	40.00	N	0.00	40.00	0.0%	0.00
• Sunday	50.00	N	0.00	50.00	50.00	N	0.00	50.00	0.0%	0.00
<b>FUNCTION ROOMS (QUARTER ROOM - PER HOUR)</b>										
• Weekdays 8:30 -17:00	20.00	N	0.00	20.00	20.00	N	0.00	20.00	0.0%	0.00

DESCRIPTION OF FEES	2020/21 CHARGES				PROPOSED 2021/22 CHARGES				NET VARIANCE FROM PREVIOUS YEAR EXCL. VAT	
	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
• Evenings 17:00 - 21:30	26.00	N	0.00	26.00	26.00	N	0.00	26.00	0.0%	0.00
• Saturday	35.00	N	0.00	35.00	35.00	N	0.00	35.00	0.0%	0.00
• Sunday	40.00	N	0.00	40.00	40.00	N	0.00	40.00	0.0%	0.00
<b>INTERVIEW ROOM (PER HOUR)</b>										
• Weekdays 8:30 -17:00	7.50	N	0.00	7.50	7.50	N	0.00	7.50	0.0%	0.00
• Evenings 17:00 - 21:30	12.00	N	0.00	12.00	12.00	N	0.00	12.00	0.0%	0.00
• Saturday	17.50	N	0.00	17.50	17.50	N	0.00	17.50	0.0%	0.00
• Sunday	22.50	N	0.00	22.50	22.50	N	0.00	22.50	0.0%	0.00
<b>TREATMENT ROOM (PER HOUR)</b>										
• Weekdays 8:30 -17:00	12.50	N	0.00	12.50	12.50	N	0.00	12.50	0.0%	0.00
• Evenings 17:00 - 21:30	17.50	N	0.00	17.50	17.50	N	0.00	17.50	0.0%	0.00
• Saturday	25.00	N	0.00	25.00	25.00	N	0.00	25.00	0.0%	0.00
• Sunday	35.00	N	0.00	35.00	35.00	N	0.00	35.00	0.0%	0.00
<b>PHYSIOTHERAPY ROOM (PER HOUR)</b>										
• Weekdays 8:30 -17:00	15.00	N	0.00	15.00	15.00	N	0.00	15.00	0.0%	0.00
• Evenings 17:00 - 21:30	20.00	N	0.00	20.00	20.00	N	0.00	20.00	0.0%	0.00
• Saturday	26.00	N	0.00	26.00	26.00	N	0.00	26.00	0.0%	0.00
• Sunday	38.00	N	0.00	38.00	38.00	N	0.00	38.00	0.0%	0.00
<b>RELAXATION ROOM (PER HOUR)</b>										
• Weekdays 8:30 -17:00	15.00	N	0.00	15.00	15.00	N	0.00	15.00	0.0%	0.00
• Evenings 17:00 - 21:30	20.00	N	0.00	20.00	20.00	N	0.00	20.00	0.0%	0.00
• Saturday	26.00	N	0.00	26.00	26.00	N	0.00	26.00	0.0%	0.00
• Sunday	38.00	N	0.00	38.00	38.00	N	0.00	38.00	0.0%	0.00
<b>USE OF CAFÉ AREA (PER HOUR)</b>										
• Evenings 17:00 - 21:30	26.50	N	0.00	26.50	26.50	N	0.00	26.50	0.0%	0.00
• Saturday	35.00	N	0.00	35.00	35.00	N	0.00	35.00	0.0%	0.00
• Sunday	40.00	N	0.00	40.00	40.00	N	0.00	40.00	0.0%	0.00
<b>USE OF AMENITIES (PER HOUR)</b>										
• Evenings 17:00 - 21:30	26.50	N	0.00	26.50	26.50	N	0.00	26.50	0.0%	0.00
• Saturday	35.00	N	0.00	35.00	35.00	N	0.00	35.00	0.0%	0.00
• Sunday	40.00	N	0.00	40.00	40.00	N	0.00	40.00	0.0%	0.00
<b>ADDITIONAL EQUIPMENT / SERVICE HIRE (PER HOUR)</b>										
• Projector( includes wide screen)	10.00	N	0.00	10.00	10.00	N	0.00	10.00	0.0%	0.00

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• TV / DVD	13.00	N	0.00	13.00	13.00	N	0.00	13.00	0.0%	0.00
• Laptop	13.00	N	0.00	13.00	13.00	N	0.00	13.00	0.0%	0.00
• Flip Chart Stands	3.00	N	0.00	3.00	3.00	N	0.00	3.00	0.0%	0.00
• Photocopying (per sheet)	0.15	N	0.00	0.15	0.15	N	0.00	0.15	0.0%	0.00
• Large Water Boiler	6.50	N	0.00	6.50	6.50	N	0.00	6.50	0.0%	0.00
<b>OFFICE AND ROOM LETTINGS</b>										
<b>HONEYWELL CENTRE - COMMERCIAL RATES PER HOUR</b>										
• Hall	40.00	N	0.00	40.00	40.00	N	0.00	40.00	0.0%	0.00
• Youth Wing	35.00	N	0.00	35.00	35.00	N	0.00	35.00	0.0%	0.00
• Community Room 1	25.00	N	0.00	25.00	25.00	N	0.00	25.00	0.0%	0.00
• Community Room 2	25.00	N	0.00	25.00	25.00	N	0.00	25.00	0.0%	0.00
• IT Suite	30.00	N	0.00	30.00	30.00	N	0.00	30.00	0.0%	0.00
• Studio 2	35.00	N	0.00	35.00	35.00	N	0.00	35.00	0.0%	0.00
• Fitness/Dance Studio	12.50	N	0.00	12.50	12.50	N	0.00	12.50	0.0%	0.00
Discounts on the above charges will be applied for community and voluntary groups										
<b>ON STREET CAR PARKING</b>										
<b>MONDAY - SATURDAY 8AM TO 6PM</b>										
• 0 - 45 minutes	0.20	N	0.00	0.20	0.20	N	0.00	0.20	0.0%	0.00
• 0 - 1 hour	0.40	N	0.00	0.40	0.40	N	0.00	0.40	0.0%	0.00
• 0 - 1 hour 30 minutes	0.70	N	0.00	0.70	0.70	N	0.00	0.70	0.0%	0.00
• 0 - 2 hours	1.10	N	0.00	1.10	1.10	N	0.00	1.10	0.0%	0.00
• Annual Parking Waiver (On Street Only)	300.00	N	0.00	300.00	300.00	N	0.00	300.00	0.0%	0.00
• Short Term Parking Waiver 2 - 28 days	37.00	N	0.00	37.00	37.00	N	0.00	37.00	0.0%	0.00
• Short Term Parking Waiver 1 day	22.00	N	0.00	22.00	22.00	N	0.00	22.00	0.0%	0.00
<b>OFF STREET CAR PARKING</b>										
<b>TOMMYFIELD MARKET CAR PARK (INC DISABLED BADGE HOLDERS)</b>										
<b>MONDAY - FRIDAY 8AM TO MIDNIGHT</b>										
• 0 – 30 minutes	0.67	Y	0.13	0.80	0.67	Y	0.13	0.80	0.0%	0.00
• 0 – 1 hour	1.17	Y	0.23	1.40	1.17	Y	0.23	1.40	0.0%	0.00
• 0 – 2 hours	1.67	Y	0.33	2.00	1.67	Y	0.33	2.00	0.0%	0.00
<b>SATURDAY AND SUNDAY</b>										
• 0 – 3 hours	FREE	Y	FREE	FREE	FREE	Y	FREE	FREE	0.0%	0.00

DESCRIPTION OF FEES	2020/21 CHARGES				PROPOSED 2021/22 CHARGES				NET VARIANCE FROM PREVIOUS YEAR EXCL. VAT	
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<b>BOW STREET/SOUTHGATE STREET/WATERLOO STREET CAR PARKS</b>										
Disabled Badge Holders - all day	FREE	Y	FREE	FREE	FREE	Y	FREE	FREE	0.0%	0.00
<b>MONDAY - FRIDAY 8AM TO MIDNIGHT</b>										
• 0 – 1 hour	1.00	Y	0.20	1.20	1.00	Y	0.20	1.20	0.0%	0.00
• 0 – 2 hours	1.42	Y	0.28	1.70	1.42	Y	0.28	1.70	0.0%	0.00
• 0 – 3 hours	1.75	Y	0.35	2.10	1.75	Y	0.35	2.10	0.0%	0.00
• 0 – 5 hours	2.42	Y	0.48	2.90	2.42	Y	0.48	2.90	0.0%	0.00
• Over 5 hours	3.83	Y	0.77	4.60	3.83	Y	0.77	4.60	0.0%	0.00
<b>SATURDAY AND SUNDAY</b>										
• 0 – 3 hours	FREE	Y	FREE	FREE	FREE	Y	FREE	FREE	0.0%	0.00
• 0 – 5 hours	2.42	Y	0.48	2.90	2.42	Y	0.48	2.90	0.0%	0.00
• Over 5 hours	3.83	Y	0.77	4.60	3.83	Y	0.77	4.60	0.0%	0.00
<b>CIVIC CENTRE CAR PARK</b>										
Disabled Badge Holders 0- 3 hours	FREE	Y	FREE	FREE	FREE	Y	FREE	FREE	0.0%	0.00
<b>MONDAY TO FRIDAY 8AM TO 7PM</b>										
• 0 – 1 hour	1.08	Y	0.22	1.30	1.08	Y	0.22	1.30	0.0%	0.00
• 0 – 2 hours	1.50	Y	0.30	1.80	1.50	Y	0.30	1.80	0.0%	0.00
• 0 – 3 hours	2.08	Y	0.42	2.50	2.08	Y	0.42	2.50	0.0%	0.00
• 0 – 4 hours	2.92	Y	0.58	3.50	2.92	Y	0.58	3.50	0.0%	0.00
• 0 – 5 hours	3.08	Y	0.62	3.70	3.08	Y	0.62	3.70	0.0%	0.00
• Over 5 hours	6.67	Y	1.33	8.00	6.67	Y	1.33	8.00	0.0%	0.00
<b>SATURDAY AND SUNDAY 8AM TO 7PM</b>										
• 0 – 3 hours	FREE	Y	FREE	FREE	FREE	Y	FREE	FREE	0.0%	0.00
• 0 – 4 hours	2.92	Y	0.58	3.50	2.92	Y	0.58	3.50	0.0%	0.00
• 0 – 5 hours	3.08	Y	0.62	3.70	3.08	Y	0.62	3.70	0.0%	0.00
• Over 5 hours	6.67	Y	1.33	8.00	6.67	Y	1.33	8.00	0.0%	0.00
<b>MONDAY - FRIDAY 7PM TO MIDNIGHT</b>										
• 0 to 5 hours	1.00	Y	0.20	1.20	1.00	Y	0.20	1.20	0.0%	0.00
<b>SATURDAY AND SUNDAY 7PM TO MIDNIGHT</b>										
• 0 – 3 hours	FREE	Y	FREE	FREE	FREE	Y	FREE	FREE	0.0%	0.00
• 0 – 5 hours	1.00	Y	0.20	1.20	1.00	Y	0.20	1.20	0.0%	0.00

DESCRIPTION OF FEES	2020/21 CHARGES				PROPOSED 2021/22 CHARGES				NET VARIANCE FROM PREVIOUS YEAR EXCL. VAT	
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<b>NEW RADCLIFFE STREET CAR PARK (INCL DISABLED BADGE HOLDERS) ALL DAYS 8AM TO MIDNIGHT</b>										
• 0 – 3 hours	FREE	Y	FREE	FREE	FREE	Y	FREE	FREE	0.0%	0.00
• 0 – 5 hours	2.42	Y	0.48	2.90	2.42	Y	0.48	2.90	0.0%	0.00
• Over 5 hours	3.83	Y	0.77	4.60	3.83	Y	0.77	4.60	0.0%	0.00
<b>BRADSHAW STREET CAR PARK MONDAY TO FRIDAY 8AM TO 6PM</b>										
Disabled Badge Holders all day	FREE	Y	FREE	FREE	FREE	Y	FREE	FREE	0.0%	0.00
• 0 – 1 hour	1.00	Y	0.20	1.20	1.00	Y	0.20	1.20	0.0%	0.00
• 0 – 2 hours	1.42	Y	0.28	1.70	1.42	Y	0.28	1.70	0.0%	0.00
• 0 – 3 hours	1.75	Y	0.35	2.10	1.75	Y	0.35	2.10	0.0%	0.00
• 0 – 4 hours	2.33	Y	0.47	2.80	2.33	Y	0.47	2.80	0.0%	0.00
• 0 – 5 hours	2.83	Y	0.57	3.40	2.83	Y	0.57	3.40	0.0%	0.00
• Over 5 hours	5.83	Y	1.17	7.00	5.83	Y	1.17	7.00	0.0%	0.00
<b>SATURDAY AND SUNDAY 8AM TO 6PM</b>										
• 0 – 3 hours	FREE	Y	FREE	FREE	FREE	Y	FREE	FREE	0.0%	0.00
• 0 – 4 hours	1.00	Y	0.20	1.20	1.00	Y	0.20	1.20	0.0%	0.00
• 0 – 5 hours	2.83	Y	0.57	3.40	2.83	Y	0.57	3.40	0.0%	0.00
• Over 5 hours	5.83	Y	1.17	7.00	5.83	Y	1.17	7.00	0.0%	0.00
<b>MONDAY - FRIDAY 6PM TO MIDNIGHT</b>										
• 0 to 6 hours	1.25	Y	0.25	1.50	1.25	Y	0.25	1.50	0.0%	0.00
<b>SATURDAY AND SUNDAY 6PM TO MIDNIGHT</b>										
• 0 – 3 hours	FREE	Y	FREE	FREE	FREE	Y	FREE	FREE	0.0%	0.00
• 0 – 6 hours	1.25	Y	0.25	1.50	1.25	Y	0.25	1.50	0.0%	0.00
<b>DOVESTONES (SADDLEWORTH) CAR PARK ALL DAYS 8AM TO MIDNIGHT</b>										
• 0 – 2 hours	0.83	Y	0.17	1.00	0.83	Y	0.17	1.00	0.0%	0.00
• 2 – 4 hours	1.67	Y	0.33	2.00	1.67	Y	0.33	2.00	0.0%	0.00
• All Day	3.33	Y	0.67	4.00	3.33	Y	0.67	4.00	0.0%	0.00

DESCRIPTION OF FEES	2020/21 CHARGES				PROPOSED 2021/22 CHARGES				NET VARIANCE FROM PREVIOUS YEAR EXCL. VAT	
	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
<b>FORMER SPORTS CENTRE CAR PARK (INCL DISABLED BADGE HOLDERS)</b>										
<b>MONDAY TO FRIDAY 8AM TO 6PM</b>										
• 0 – 2 hours	1.33	Y	0.27	1.60	1.33	Y	0.27	1.60	0.0%	0.00
• 2 - 4 hours	2.25	Y	0.45	2.70	2.25	Y	0.45	2.70	0.0%	0.00
• All Day	5.50	Y	1.10	6.60	5.50	Y	1.10	6.60	0.0%	0.00
<b>SATURDAY</b>										
• 0 – 3 hours	FREE	Y	FREE	FREE	FREE	Y	FREE	FREE	0.0%	0.00
• 0 - 4 hours	2.25	Y	0.45	2.70	2.25	Y	0.45	2.70	0.0%	0.00
• All Day	5.50	Y	1.10	6.60	5.50	Y	1.10	6.60	0.0%	0.00
<b>SUNDAY</b>										
• All Day	FREE	Y	FREE	FREE	FREE	Y	FREE	FREE	0.0%	0.00
<b>ROSCOE STREET</b>										
<b>MONDAY TO FRIDAY 8AM TO MIDNIGHT</b>										
0 – 1 hour	1.00	Y	0.20	1.20	1.00	Y	0.20	1.20	0.0%	0.00
0 – 2 Hours	1.42	Y	0.28	1.70	1.42	Y	0.28	1.70	0.0%	0.00
0 – 3 hours	1.75	Y	0.35	2.10	1.75	Y	0.35	2.10	0.0%	0.00
0 – 5 hours	2.42	Y	0.48	2.90	2.42	Y	0.48	2.90	0.0%	0.00
Over 5 hours	3.83	Y	0.77	4.60	3.83	Y	0.77	4.60	0.0%	0.00
<b>SATURDAY AND SUNDAY</b>										
0-3 hours	FREE	Y	FREE	FREE	FREE	Y	FREE	FREE	0.0%	0.00
0-5 hours	2.42	Y	0.48	2.90	2.42	Y	0.48	2.90	0.0%	0.00
Over 5 hours	3.83	Y	0.77	4.60	3.83	Y	0.77	4.60	0.0%	0.00
<b>CONTRACT PASS CHARGES</b>										
• Bradshaw St	650.00	Y	130.00	780.00	650.00	Y	130.00	780.00	0.0%	0.00
• Bow Street	581.67	Y	116.33	698.00	581.67	Y	116.33	698.00	0.0%	0.00
• Southgate Street	623.33	Y	124.67	748.00	623.33	Y	124.67	748.00	0.0%	0.00
• Waterloo Street	623.33	Y	124.67	748.00	623.33	Y	124.67	748.00	0.0%	0.00
<b>HOBSON STREET CAR PARK CONTRACT PARKING</b>										
• Annual	605.17	Y	121.03	726.20	605.17	Y	121.03	726.20	0.0%	0.00
• Disabled Badge Holders	FREE	Y	FREE	FREE	FREE	Y	FREE	FREE	0.0%	0.00

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	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
<b>SUSPENSION COSTS</b>										
• Deployment of a small suspension (up to 20 cones)	29.17	Y	5.83	35.00	29.17	Y	5.83	35.00	0.0%	0.00
• Deployment of a medium suspension (21 to 40 cones)	58.33	Y	11.67	70.00	58.33	Y	11.67	70.00	0.0%	0.00
• Deployment of a large suspension (41 to 100 cones)	87.50	Y	17.50	105.00	87.50	Y	17.50	105.00	0.0%	0.00
<b>SCHOOL MEALS</b>										
<b>MAINTAINED SCHOOLS</b>										
Meal per day for Adult (from 1st April 2021)	2.60	Y	0.52	3.12	2.75	Y	0.55	3.30	5.8%	0.15
Meal per day for Adult (from 1st September 2021)					2.80	Y	0.56	3.36	7.7%	0.20
Meal per day for Child ( from 1st April 2021)	2.40	N	0.00	2.40	2.55	N	0.00	2.55	6.3%	0.15
Meal per day for Child ( from 1st September 2021)					2.60	N	0.00	2.60	8.3%	0.20
<b>PARKS AND OPEN SPACES</b>										
• Hire of large park or playing field	365.00	Y	73.00	438.00	369.02	Y	73.80	442.82	1.1%	4.02
• Concessionary use by a Charity	230.00	Y	46.00	276.00	232.53	Y	46.51	279.04	1.1%	2.53
• Hire of small park or playing field	170.00	Y	34.00	204.00	171.87	Y	34.37	206.24	1.1%	1.87
• Concessionary use by a Charity	115.00	Y	23.00	138.00	116.27	Y	23.25	139.52	1.1%	1.27
<b>OUTDOOR FACILITIES (CHARGES SEASONAL)</b>										
<b>FOOTBALL, RUGBY, LACROSSE AND HOCKEY CHANGING ACCOMMODATION</b>										
• Grade A - Good	210.00	N	0.00	210.00	212.31	N	0.00	212.31	1.1%	2.31
• Grade B - Above Average	165.00	N	0.00	165.00	166.82	N	0.00	166.82	1.1%	1.82
• Grade C - Average	140.00	N	0.00	140.00	141.54	N	0.00	141.54	1.1%	1.54
<b>PITCH</b>										
• Grade A	450.00	N	0.00	450.00	454.95	N	0.00	454.95	1.1%	4.95
• Grade B	380.00	N	0.00	380.00	384.18	N	0.00	384.18	1.1%	4.18
• Grade C	330.00	N	0.00	330.00	333.63	N	0.00	333.63	1.1%	3.63
• Occasional use of pitch including accommodation	100.00	Y	20.00	120.00	101.10	Y	20.22	121.32	1.1%	1.10
• Occasional use of pitch only	75.00	Y	15.00	90.00	75.83	Y	15.17	91.00	1.1%	0.83
• Occasional use of changing accommodation per hour	22.00	Y	4.40	26.40	22.24	Y	4.45	26.69	1.1%	0.24
<b>JUNIOR CHARGES</b>										
• 75% of the above charges	75% of above		75% of above	75% of above	75% of above		75% of above	75% of above		

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<b>CRICKET</b>										
• Use of pitch per season alternate Saturdays <u>without</u> changing accommodation	420.00	N	0.00	420.00	424.62	N	0.00	424.62	1.1%	4.62
• Use of pitch per season alternate Saturdays <u>with</u> changing accommodation	540.00	N	0.00	540.00	545.94	N	0.00	545.94	1.1%	5.94
• Casual use of pitch <u>and</u> changing accommodation per match	100.00	Y	20.00	120.00	101.10	Y	20.22	121.32	1.1%	1.10
• Casual use of pitch <u>without</u> changing accommodation per match	75.00	Y	15.00	90.00	75.83	Y	15.17	91.00	1.1%	0.83
<b>CEMETERIES</b>										
• Funerals more than 30 mins late (allowing for traffic issues)	N/A	N/A	N/A	N/A	100	N	0	100	New Charge	New Charge
• Every subsequent 30 minutes	N/A	N/A	N/A	N/A	100.00	N	0.00	100.00	New Charge	New Charge
<b>NEW GRAVES</b>										
• New grave for 1 or 2 people	860.00	N	0.00	860.00	900.00	N	0.00	900.00	4.7%	40.00
• (Non resident)	1,290.00	N	0.00	1,290.00	1,350.00	N	0.00	1,350.00	4.7%	60.00
• New grave for 3 interments	910.00	N	0.00	910.00	953.00	N	0.00	953.00	4.7%	43.00
• (Non resident)	1,360.00	N	0.00	1,360.00	1,424.00	N	0.00	1,424.00	4.7%	64.00
• New grave for 2 interments including foundation	1,025.00	N	0.00	1,025.00	1,073.00	N	0.00	1,073.00	4.7%	48.00
• (Non resident)	1,450.00	N	0.00	1,450.00	1,518.00	N	0.00	1,518.00	4.7%	68.00
• New grave for 3 interments including foundation	1,070.00	N	0.00	1,070.00	1,120.00	N	0.00	1,120.00	4.7%	50.00
• (Non resident)	1,520.00	N	0.00	1,520.00	1,591.00	N	0.00	1,591.00	4.7%	71.00
• Plot for cremated remains – Crompton	775.00	N	0.00	775.00	811.00	N	0.00	811.00	4.6%	36.00
• Plot for cremated remains – Crompton (non resident)	1,150.00	N	0.00	1,150.00	1,204.00	N	0.00	1,204.00	4.7%	54.00
• Plot for cremated remains – Hollinwood	370.00	N	0.00	370.00	387.00	N	0.00	387.00	4.6%	17.00
• Plot for cremated remains – Hollinwood (non resident)	545.00	N	0.00	545.00	570.00	N	0.00	570.00	4.6%	25.00
• Appointment to choose a new grave or locate a grave with staff assistance	37.50	N	0.00	37.50	38.50	N	0.00	38.50	2.7%	1.00
<b>INTERMENT FEES FOR OPENING STANDARD PLOT GRAVES AND VAULTS WITH EXCLUSIVE RIGHT OF BURIAL AND PUBLIC GRAVES - ALL FEES FOR UNDER 18YRS ARE FUNDED BY THE GOVERNMENT.</b>										
• Interment Fee	840.00	N	0.00	840.00	880.00	N	0.00	880.00	4.8%	40.00
• Interment Fee (non resident)	1,250.00	N	0.00	1,250.00	1,313.00	N	0.00	1,313.00	5.0%	63.00

DESCRIPTION OF FEES	2020/21 CHARGES				PROPOSED 2021/22 CHARGES				NET VARIANCE FROM PREVIOUS YEAR EXCL. VAT	
	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
• Still born and Non-viable foetus	No charge to the public	N	0.00	No charge to the public	No charge to the public	N	0.00	No charge to the public	0.0%	0.00
• Exhumation fees	1,175.00	N	0.00	1,175.00	1,210.00	N	0.00	1,210.00	3.0%	35.00
<b>SURCHARGES FOR BURIALS</b>										
• Monday to Friday between 2.30pm and 4.00pm	52.50	N	0.00	52.50	54.00	N	0.00	54.00	2.9%	1.50
• Monday to Friday after 4.00pm	210.00	N	0.00	210.00	218.00	N	0.00	218.00	3.8%	8.00
• Burials (Saturday, Sunday or Bank Holidays)	540.00	N	0.00	540.00	562.00	N	0.00	562.00	4.1%	22.00
<b>INTERMENT OF CREMATED REMAINS</b>										
• Interment in earthen graves or vaults	230.00	N	0.00	230.00	235.00	N	0.00	235.00	2.2%	5.00
• Strewing of cremated remains (Non Oldham resident)	52.00	N	0.00	52.00	53.50	N	0.00	53.50	2.9%	1.50
<b>MONUMENTAL FEES</b>										
• Permission to erect a memorial not exceeding 3' in height	180.00	N	0.00	180.00	184.00	N	0.00	184.00	2.2%	4.00
• Permission to erect a memorial not exceeding 3' in height (non resident)	255.00	N	0.00	255.00	260.00	N	0.00	260.00	2.0%	5.00
• Permission to install kerbs (Maximum 6ft x 3ft) designated areas only	260.00	N	0.00	260.00	267.00	N	0.00	267.00	2.7%	7.00
• Permission to add an additional inscription	48.00	N	0.00	48.00	49.00	N	0.00	49.00	2.1%	1.00
• Provision of memorial under 2'	68.00	N	0.00	68.00	70.00	N	0.00	70.00	2.9%	2.00
<b>OTHER CHARGES</b>										
• Bricked Grave for 2 persons	775.00	N	0.00	775.00	790.00	N	0.00	790.00	1.9%	15.00
• Bricked Grave for 2 persons (non resident)	1,150.00	N	0.00	1,150.00	1,170.00	N	0.00	1,170.00	1.7%	20.00
• Bricks to seal grave	112.00	N	0.00	112.00	115.00	N	0.00	115.00	2.7%	3.00
• Concrete lining for graves	288.00	N	0.00	288.00	295.00	N	0.00	295.00	2.4%	7.00
• Timber lining for graves	190.00	N	0.00	190.00	195.00	N	0.00	195.00	2.6%	5.00
• Test dig to confirm depth	68.00	N	0.00	68.00	70.00	N	0.00	70.00	2.9%	2.00
• Certified extracts from burial register	25.00	N	0.00	25.00	25.50	N	0.00	25.50	2.0%	0.50
• Transfer of grant of exclusive right of burial	70.00	N	0.00	70.00	72.00	N	0.00	72.00	2.9%	2.00
• Transfer of grant of exclusive right of burial (to a non resident)	100.00	N	0.00	100.00	102.50	N	0.00	102.50	2.5%	2.50
• Issue duplicate of grant of exclusive right of burial	68.00	N	0.00	68.00	70.00	N	0.00	70.00	2.9%	2.00
• Issue duplicate of grant of exclusive right of burial (non resident)	105.00	N	0.00	105.00	108.00	N	0.00	108.00	2.9%	3.00
• Use of Crematorium Chapel (Inc. recorded music or use of organ)	210.00	N	0.00	210.00	215.00	N	0.00	215.00	2.4%	5.00
• Re-open niche	68.00	N	0.00	68.00	70.00	N	0.00	70.00	2.9%	2.00

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	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
• Grave search	17.50	N	0.00	17.50	18.00	N	0.00	18.00	2.9%	0.50
• Register search	42.00	N	0.00	42.00	43.00	N	0.00	43.00	2.4%	1.00
• Bronze memorial plaque lease for 10 years	285.00	N	0.00	285.00	292.00	N	0.00	292.00	2.5%	7.00
• Renewal of memorial position for 10 years	180.00	N	0.00	180.00	185.00	N	0.00	185.00	2.8%	5.00
• Renewal of memorial position for 5 years	105.00	N	0.00	105.00	108.00	N	0.00	108.00	2.9%	3.00
• Bronze memorial plaque including lettering	115.00	Y	21.27	136.27	118.33	Y	23.67	142.00	2.9%	3.33
• Double Bronze memorial plaque including lettering	150.00	Y	27.95	177.95	153.33	Y	30.67	184.00	2.2%	3.33
• Granite memorial plaque including lettering	210.00	Y	40.00	250.00	215.83	Y	43.17	259.00	2.8%	5.83
• Lease position on shared bench (to be introduced as available)	290.00	N	0.00	290.00	297.00	N	0.00	297.00	2.4%	7.00
<b>CREMATION FEES - ALL FEES FOR UNDER 18YRS ARE FUNDED BY THE GOVERNMENT.</b>										
• Cremation Fee (includes recorded music or use of the organ)	645.00	N	0.00	645.00	680.00	N	0.00	680.00	5.4%	35.00
• Direct (No service) Cremation Fee (only available between 9am-9.30am)	N/A	N/A	N/A	N/A	408.00	N/A	0.00	408.00	New Charge	New Charge
• Cremation environmental levy charge (Mercury Abatement legislation)	58.00	N	0.00	58.00	61.00	N	0.00	61.00	5.2%	3.00
• Medical Referee Charge	29.00	N	0.00	29.00	31.00	N	0.00	31.00	6.9%	2.00
• Live streaming of chapel service	N/A	N/A	N/A	N/A	40.00	N	0.00	40.00	New Charge	New Charge
• Cremation of Stillborn or non-viable foetus	No charge to the public	N	0.00	No charge to the public	No charge to the public	N	0.00	No charge to the public	0.0%	0.00
<b>OTHER CHARGES</b>										
• Certified extracts from crematorium register	22.50	N	0.00	22.50	23.00	N	0.00	23.00	2.2%	0.50
• Surcharge for cremation after 3.30 pm and extended services (per 30mins)	97.00	N	0.00	97.00	100.00	N	0.00	100.00	3.1%	3.00
<b>FEES FOR INSCRIPTION IN THE BOOK OF REMEMBRANCE</b>										
• Standard 2 line entry	78.00	Y	14.58	92.58	80.00	Y	16.00	96.00	2.6%	2.00
• 5 line entry	140.00	Y	26.07	166.07	144.17	Y	28.83	173.00	3.0%	4.17
• 8 line entry	230.00	Y	43.39	273.39	235.00	Y	47.00	282.00	2.2%	5.00
• 5 line entry with floral emblem	285.00	Y	54.02	339.02	290.00	Y	58.00	348.00	1.8%	5.00
• 5 line entry with badge, crest, shield, illuminated Capital or 8 Line entry with floral emblem.	350.00	Y	66.20	416.20	355.00	Y	71.00	426.00	1.4%	5.00
• 8 line entry with badge, crest, shield or illuminated capital	375.00	Y	71.00	446.00	380.00	Y	76.00	456.00	1.3%	5.00
• 8 line entry with full coat of arms	390.00	Y	74.09	464.09	395.00	Y	79.00	474.00	1.3%	5.00

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	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
<b>MEMORIAL CARDS</b>										
• Standard 2 line entry	41.66	Y	7.03	48.69	42.50	Y	8.50	51.00	2.0%	0.84
• 5 line entry	46.50	Y	8.58	55.08	47.50	Y	9.50	57.00	2.2%	1.00
• 8 line entry	62.50	Y	11.60	74.10	64.17	Y	12.83	77.00	2.7%	1.67
• 5 line entry with motif	77.50	Y	14.37	91.87	79.17	Y	15.83	95.00	2.2%	1.67
• 8 line entry with motif	88.33	Y	16.12	104.45	90.00	Y	18.00	108.00	1.9%	1.67
<b>SKIP LICENCE</b>										
<b>SKIP PERMITS</b>										
• Registration (per 28 days)	165.00	N	0.00	165.00	169.00	N	0.00	169.00	2.4%	4.00
• Application when registration is in place (per 28 days)	32.00	N	0.00	32.00	33.00	N	0.00	33.00	3.1%	1.00
<b>ANNUAL PERMISSIONS</b>										
• Up to 100 skips	1,215.00	N	0.00	1,215.00	1,245.00	N	0.00	1,245.00	2.5%	30.00
• Up to 300 skips	3,630.00	N	0.00	3,630.00	3,721.00	N	0.00	3,721.00	2.5%	91.00
• Up to 500 skips	6,045.00	N	0.00	6,045.00	6,196.00	N	0.00	6,196.00	2.5%	151.00
• Over 500 - each skip thereafter	12.50	N	0.00	12.50	13.00	N	0.00	13.00	4.0%	0.50
• Retrospective application following officer visit	105.00	N	0.00	105.00	108.00	N	0.00	108.00	2.9%	3.00
<b>SCAFFOLDING LICENCE</b>										
• Application (per 28 days)	85.00	N	0.00	85.00	87.00	N	0.00	87.00	2.4%	2.00
• Renewal (per 28 days)	50.00	N	0.00	50.00	51.00	N	0.00	51.00	2.0%	1.00
• Annual Permission	1,325.00	N	0.00	1,325.00	1,358.00	N	0.00	1,358.00	2.5%	33.00
• Retrospective application following officer visit	105.00	N	0.00	105.00	108.00	N	0.00	108.00	2.9%	3.00
<b>HOARDING LICENCE</b>										
• Application (per 28 days)	68.00	N	0.00	68.00	70.00	N	0.00	70.00	2.9%	2.00
• Renewal (per 28 days)	48.00	N	0.00	48.00	49.00	N	0.00	49.00	2.1%	1.00
• Retrospective application following officer visit	105.00	N	0.00	105.00	108.00	N	0.00	108.00	2.9%	3.00
• Inspections of hoardings	Cost recovery +5%	N	0.00	Cost recovery +5%	Cost recovery +5%	N	0.00	Cost recovery +5%		
• Storage Container Licence (per 28 days)	N/A	N/A	N/A	N/A	315.00	N	0.00	315.00		
• Duplicate licences (Any Licence)	16.00	N	0.00	16.00	16.50	N	0.00	16.50	3.1%	0.50
<b>TRAFFIC AND HIGHWAYS</b>										
• Construction under the Highway	567.30	N	0.00	567.30	581.00	N	0.00	581.00	2.4%	13.70
• Access to cellars	567.30	N	0.00	567.30	581.00	N	0.00	581.00	2.4%	13.70
• Cellar lights	567.30	N	0.00	567.30	581.00	N	0.00	581.00	2.4%	13.70

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<b>HIGHWAYS</b>										
• Placing material on	68.00	N	0.00	68.00	70.00	N	0.00	70.00	2.9%	2.00
• Excavation of	240.00	N	0.00	240.00	246.00	N	0.00	246.00	2.5%	6.00
• Application for pavement café licence	187.00	N	0.00	187.00	192.00	N	0.00	192.00	2.7%	5.00
• Renewal of above	105.00	N	0.00	105.00	108.00	N	0.00	108.00	2.9%	3.00
<b>VEHICLE CROSSINGS</b>										
• Light Duty Vehicle Crossing Application (non-refundable)	45.00	N	0.00	45.00	46.00	N	0.00	46.00	2.2%	1.00
• Light Duty	Based on Individual Quotation	N	0.00	Based on Individual Quotation	Based on Individual Quotation	N	0.00	Based on Individual Quotation		
• Heavy Duty	As above	N	0.00	As above	As above	N	0.00	As above		
• Heavy Duty (Supervision only)	878.59	Y	175.72	1,054.31	900.00	Y	180.00	1,080.00	2.4%	21.41
• Removal of accident debris	Cost Recovery + £156 Admin Cost	N	0.00	Cost Recovery + £156 Admin Cost	Cost Recovery + £156 Admin Cost	N	0.00	Cost Recovery + £156 Admin Cost		
• Variation of a parking place order	Recovery + 12.5%	N	0.00	Recovery + 12.5%	Recovery + 12.5%	N	0.00	Recovery + 12.5%		
• Exemption from or variation to a traffic regulation order	As above	N	0.00	As above	As above	N	0.00	As above		
<b>TEMPORARY TRAFFIC ORDERS</b>										
• Temporary (plus cost of advertising)	1,651.71	N	0.00	1,651.71	1,693.00	N	0.00	1,693.00	2.5%	41.29
• Emergency Road Closures	855.00	N	0.00	855.00	876.00	N	0.00	876.00	2.5%	21.00
• Temporary Traffic Regulation Notice	855.00	N	0.00	855.00	876.00	N	0.00	876.00	2.5%	21.00
• Special events on the Highway	Cost Recovery + 12.5%	N	0.00	Cost Recovery + 12.5%	Cost Recovery + 12.5%	N	0.00	Cost Recovery + 12.5%		
<b>SUSPENSION OF PARKING PLACES</b>										
• Parking Budget	Loss of Income + Cost Recovery + 12.5%	N	0.00	Loss of Income + Cost Recovery + 12.5%	Loss of Income + Cost Recovery + 12.5%	N	0.00	Loss of Income + Cost Recovery + 12.5%		
<b>PERMIT TO ERECT NON-STANDARD DIRECTION SIGNS</b>										
• Consideration of request	228.00	N	0.00	228.00	234.00	N	0.00	234.00	2.6%	6.00

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• Erection of signs	Cost Recovery + 12.5%	N	0.00	Cost Recovery + 12.5%	Cost Recovery + 12.5%	N	0.00	Cost Recovery + 12.5%		
• Removal of signs	118.00	N	0.00	118.00	121.00	N	0.00	121.00	2.5%	3.00
• Court fees associated with the above	Included in the above	N	0.00	Included in the above	Included in the above	N	0.00	Included in the above		
<b>PERMITS GIVING EXEMPTION TO TRAFFIC ORDERS</b>										
• Per month	38.00	N	0.00	38.00	39.00	N	0.00	39.00	2.6%	1.00
• Per three months	120.00	N	0.00	120.00	123.00	N	0.00	123.00	2.5%	3.00
• Per twelve months	438.00	N	0.00	438.00	449.00	N	0.00	449.00	2.5%	11.00
<b>SECTION 50 ROAD OPENING LICENCE</b>										
• Maintain existing apparatus	445.00	N	0.00	445.00	456.00	N	0.00	456.00	2.5%	11.00
• Install new service (Initial cost)	890.00	N	0.00	890.00	912.00	N	0.00	912.00	2.5%	22.00
• Install new service (Per additional 200 meters)	305.00	N	0.00	305.00	313.00	N	0.00	313.00	2.6%	8.00
• New Development (Initial cost)	1,940.00	N	0.00	1,940.00	1,988.00	N	0.00	1,988.00	2.5%	48.00
• New Development (Per additional 200 meters)	356.00	N	0.00	356.00	365.00	N	0.00	365.00	2.5%	9.00
<b>SEWER CONNECTIONS</b>										
• Junction : normal working hours	Based on Individual Quotation + 20%	Y		Based on Individual Quotation + 20%	Based on Individual Quotation + 20%	Y		Based on Individual Quotation + 20%		
• Junction: outside working hours	As above	Y		As above	As above	Y		As above		
• Manhole construction	As above	Y		As above	As above	Y		As above		
<b>SEARCHES BY LETTER</b>										
• First 5 questions	58.33	Y	11.67	70.00	60.00	Y	12.00	72.00	2.9%	1.67
• Per question after	15.00	Y	3.00	18.00	15.50	Y	3.10	18.60	3.3%	0.50
<b>ACCESS PROTECTION MARKING</b>										
• Fee for application	58.00	N	0.00	58.00	60.00	N	0.00	60.00	3.4%	2.00
• Fee for implementation of application	115.00	N	0.00	115.00	118.00	N	0.00	118.00	2.6%	3.00
<b>ROAD CLOSURE : STOPPING UP ORDERS</b>										
• Stopping up orders (including court fees)	2,620.00	N	0.00	2,620.00	2,685.00	N	0.00	2,685.00	2.5%	65.00

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<b>SECTION 38 AND SECTION 278</b>										
<b>ADOPTION FEE - BOND</b>										
• £0 - £49k (Charge as % bond value)	9.0%	N	0.00	9.0%	9.0%	N	0.00	9.0%	0.0%	0.00
• £50k - £100k bond value	9.0%	N	0.00	9.0%	9.0%	N	0.00	9.0%	0.0%	0.00
• £100k < bond value	9.0%	N	0.00	9.0%	9.0%	N	0.00	9.0%	0.0%	0.00
<b>HIGHWAYS ADOPTION FEE</b>										
• Adoption Fee - minimum charge	2,700.00	N	0.00	2,700.00	2,700.00	N	0.00	2,700.00	0.0%	0.00
Note : Whichever is the greatest of the above applies										
Supply of official copies of Section 38 and Section 278 documentation	35.00 + postage fees	N	0.00	35.00 + postage fees	36.00 + postage fees	N	0.00	36.00 + postage fees	2.9%	1.00
<b>STREET NAMING</b>										
• Street Naming	262.00	N	0.00	262.00	269.00	N	0.00	269.00	2.7%	7.00
<b>HIGHWAY LICENCE ENFORCEMENT VISIT</b>										
Highway Licence Enforcement Visit	104.45	N	0.00	104.45	107.00	N	0.00	107.00	2.4%	2.55
<b>INVESTIGATION WORK FOR SOLICITORS, INSURANCE AND OTHER PROFESSIONAL SERVICES</b>										
• First Hour	52.75	N	0.00	52.75	54.00	N	0.00	54.00	2.4%	1.25
• Each subsequent hour or part thereof	36.86	N	0.00	36.86	38.00	N	0.00	38.00	3.1%	1.14
• Not for profit or public sector organisations (such as police, law enforcement and fraud investigations)	FREE	N	0.00	FREE	FREE	N	0.00	FREE	0.0%	0.00
<b>LANDOWNER DEPOSIT</b>										
• Deposit a Map, Landowner Statement & Statutory Declaration Under S31(6) of the Highways Act 1980	358.40	N	0.00	358.40	367.50	N	0.00	367.50	2.5%	9.10
• Deposit a Map and Landowner Statement under S15A of the Commons Act 2006	358.40	N	0.00	358.40	367.50	N	0.00	367.50	2.5%	9.10
<b>ENVIRONMENTAL INFORMATION REGULATIONS (EIR)</b>										
• Requests for Information Included in the Environmental Information Regulations 2004 (per hour)	25.00	N	0.00	25.00	26.00	N	0.00	26.00	4.0%	1.00

DESCRIPTION OF FEES	2020/21 CHARGES				PROPOSED 2021/22 CHARGES				NET VARIANCE FROM PREVIOUS YEAR EXCL. VAT	
	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
<b>PLANNING</b>										
<b>PRE-APPLICATION ADVICE FOR PLANNING PROPOSALS</b>										
<b>HOUSEHOLDER</b>										
• Extensions/ alterations/ outbuildings to single-family dwellings only (including 1 flat but not a listed building) - MEETING	70.83	Y	14.17	85.00	70.83	Y	14.17	85.00	0.0%	0.00
Letter Only	41.67	Y	8.33	50.00	41.67	Y	8.33	50.00	0.0%	0.00
<b>MINOR PLANNING PROPOSALS</b>										
• Residential - 1 unit	291.67	Y	58.33	350.00	291.67	Y	58.33	350.00	0.0%	0.00
• Non-residential up to 99sqm	291.67	Y	58.33	350.00	291.67	Y	58.33	350.00	0.0%	0.00
• Agricultural Buildings up to 540sqm	291.67	Y	58.33	350.00	291.67	Y	58.33	350.00	0.0%	0.00
• Glasshouses up to 465sqm	291.67	Y	58.33	350.00	291.67	Y	58.33	350.00	0.0%	0.00
• Plant and machinery	291.67	Y	58.33	350.00	291.67	Y	58.33	350.00	0.0%	0.00
• Car Parks	291.67	Y	58.33	350.00	291.67	Y	58.33	350.00	0.0%	0.00
• Advertisements	291.67	Y	58.33	350.00	291.67	Y	58.33	350.00	0.0%	0.00
• Demolition of Buildings	291.67	Y	58.33	350.00	291.67	Y	58.33	350.00	0.0%	0.00
• CLEUDs	291.67	Y	58.33	350.00	291.67	Y	58.33	350.00	0.0%	0.00
• Discharge of conditions	291.67	Y	58.33	350.00	291.67	Y	58.33	350.00	0.0%	0.00
• Non-material alterations	291.67	Y	58.33	350.00	291.67	Y	58.33	350.00	0.0%	0.00
• Minor-material alterations	291.67	Y	58.33	350.00	291.67	Y	58.33	350.00	0.0%	0.00
• Change of use	291.67	Y	58.33	350.00	291.67	Y	58.33	350.00	0.0%	0.00
• Shop fronts	291.67	Y	58.33	350.00	291.67	Y	58.33	350.00	0.0%	0.00
Minor Planning Proposals (above) Follow up meeting	166.67	Y	33.33	200.00	166.67	Y	33.33	200.00	0.0%	0.00
<b>MEDIUM PLANNING PROPOSALS</b>										
• 2-9 dwellings	416.67	Y	83.33	500.00	416.67	Y	83.33	500.00	0.0%	0.00
• 100-999sqm commercial floorspace	416.67	Y	83.33	500.00	416.67	Y	83.33	500.00	0.0%	0.00
• Telecommunication	416.67	Y	83.33	500.00	416.67	Y	83.33	500.00	0.0%	0.00
• Minerals or Waste less than 0.5ha	416.67	Y	83.33	500.00	416.67	Y	83.33	500.00	0.0%	0.00
Medium Planning Proposals (above) Follow up meeting	250.00	Y	50.00	300.00	250.00	Y	50.00	300.00	0.0%	0.00
<b>SMALL MAJOR PLANNING PROPOSALS</b>										
• 10-20 dwellings	625.00	Y	125.00	750.00	625.00	Y	125.00	750.00	0.0%	0.00
• 1,000- 1,999 sqm commercial floorspace	625.00	Y	125.00	750.00	625.00	Y	125.00	750.00	0.0%	0.00
• 0.5-1ha site area	625.00	Y	125.00	750.00	625.00	Y	125.00	750.00	0.0%	0.00
Small Major Planning Proposals (above) Follow Up Meeting	333.33	Y	66.67	400.00	333.33	Y	66.67	400.00	0.0%	0.00

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<b>MAJOR PLANNING PROPOSALS</b>										
• 21-49 dwellings	833.33	Y	166.67	1,000.00	833.33	Y	166.67	1,000.00	0.0%	0.00
• 2,000-9,999 sqm commercial floorspace	833.33	Y	166.67	1,000.00	833.33	Y	166.67	1,000.00	0.0%	0.00
• 1-2 ha + site area	833.33	Y	166.67	1,000.00	833.33	Y	166.67	1,000.00	0.0%	0.00
Major Planning Proposals (above) Follow Up Meeting	416.67	Y	83.33	500.00	416.67	Y	83.33	500.00	0.0%	0.00
<b>LARGE MAJOR PLANNING PROPOSALS</b>										
• 50-200 dwellings	1,666.67	Y	333.33	2,000.00	1,666.67	Y	333.33	2,000.00	0.0%	0.00
• Over 10,000sqm commercial floorspace	1,666.67	Y	333.33	2,000.00	1,666.67	Y	333.33	2,000.00	0.0%	0.00
• Over 2ha site area	1,666.67	Y	333.33	2,000.00	1,666.67	Y	333.33	2,000.00	0.0%	0.00
• Energy projects	1,666.67	Y	333.33	2,000.00	1,666.67	Y	333.33	2,000.00	0.0%	0.00
Large Major Planning Proposals (above) Follow Up Meeting	833.33	Y	166.67	1,000.00	833.33	Y	166.67	1,000.00	0.0%	0.00
<b>PLANNING PERFORMANCE AGREEMENT</b>										
• Bespoke service - written advice, a series of meetings, fast track validation & determination	Charge on Individual Basis	Y	Charge on Individual Basis	Charge on Individual Basis	Charge on Individual Basis	Y	Charge on Individual Basis	Charge on Individual Basis		
<b>VARY, MODIFY OR DISCHARGE LEGAL AGREEMENT</b>										
• 1 dwelling	250.00	Y	50.00	300.00	250.00	Y	50.00	300.00	0.0%	0.00
• Agreement for commercial development or more than 1 dwelling	416.67	Y	83.33	500.00	416.67	Y	83.33	500.00	0.0%	0.00
<b>PLANNING HISTORY SEARCH</b>										
• Per property - PER HOUR	41.67	Y	8.33	50.00	41.67	Y	8.33	50.00	0.0%	0.00
<b>PERMITTED DEVELOPMENT ENQUIRY</b>										
• As an alternative to applying for a Certificate, an informal opinion will be offered	41.67	Y	8.33	50.00	41.67	Y	8.33	50.00	0.0%	0.00
<b>SPECIALIST OFFICER REQUESTED TO ATTEND MEETINGS</b>										
• Per Officer	125.00	Y	25.00	150.00	125.00	Y	25.00	150.00	0.0%	0.00
<b>FOOD SAFETY</b>										
• Export Certification - Standard Fee	62.00	N	0.00	62.00	62.00	N	0.00	62.00	0.0%	0.00
• Export Certification - With Samples Taken	125.00	N	0.00	125.00	125.00	N	0.00	125.00	0.0%	0.00

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• Food safety re- inspection visit	145.83	Y	29.17	175.00	145.83	Y	29.17	175.00	0.0%	0.00
• Advisory visit charge per hour	81.00	Y	16.20	97.20	81.00	Y	16.20	97.20	0.0%	0.00
• Charge for each 30 minutes or part thereof of staff time	50.00	N	0.00	50.00	50.00	N	0.00	50.00	0.0%	0.00
<b>FOOD HYGIENE TRAINING RSPH</b>										
• Level 1 Award in Food Hygiene Awareness	25.00	Y	5.00	30.00	25.00	Y	5.00	30.00	0.0%	0.00
• Level 2 Award in Food Safety in Catering	45.83	Y	9.17	55.00	45.83	Y	9.17	55.00	0.0%	0.00
• Level 2 Award in Identifying and Controlling Food Allergy Risks	42.50	Y	8.50	51.00	42.50	Y	8.50	51.00	0.0%	0.00
• Level 2 Award in Food Safety and Hygiene	42.50	Y	8.50	51.00	42.50	Y	8.50	51.00	0.0%	0.00
• Level 2 Award in Food Safety Manufacturing	55.00	Y	11.00	66.00	55.00	Y	11.00	66.00	0.0%	0.00
<b>PRIVATE WATER SUPPLIES</b>										
• Risk Assesment (per hour, maximum charge £500)	50.00	N	0.00	50.00	50.00	N	0.00	50.00	0.0%	0.00
• Investigation (per investigation)	100.00	N	0.00	100.00	100.00	N	0.00	100.00	0.0%	0.00
• Granting an authorisation (per investigation)	100.00	N	0.00	100.00	100.00	N	0.00	100.00	0.0%	0.00
• Analysing a water sample under Regulation 10 (Private water Supplies (England) Regulations 2016)	25.00	N	0.00	25.00	25.00	N	0.00	25.00	0.0%	0.00
• Analysing a water sample taken during check monitoring	At Cost to a Maximum of £100	N	0.00	At Cost to a Maximum of £100	At Cost to a Maximum of £100	N	0.00	At Cost to a Maximum of £100	0.0%	0.00
• Analysing a sample taken during audit monitoring and monitoring under Regulation 11 (Private water Supplies (England) Regulations 2016)	At Cost to a Maximum of £500	N	0.00	At Cost to a Maximum of £500	At Cost to a Maximum of £500	N	0.00	At Cost to a Maximum of £500	0.0%	0.00
<b>ENVIRONMENTAL HEALTH</b>										
<b>Application fee for a permit for an installation. Part B activity or solvent emission activity (fee payable for each activity)</b>										
• Any Part 1 reduced fee activity (other than those in items II and vehicle refinishers)	158.00	N	0.00	158.00	158.00	N	0.00	158.00	0.0%	0.00
• PVR 1 and PVR II activities carried on at the same service station	260.00	N	0.00	260.00	260.00	N	0.00	260.00	0.0%	0.00
• Vehicle refinishers (b), any Part 2, Part 3 or Part 4 reduced fee activity	365.00	N	0.00	365.00	365.00	N	0.00	365.00	0.0%	0.00
• Any other Part B activity or any other solvent emission activity	1,670.00	N	0.00	1,670.00	1,670.00	N	0.00	1,670.00	0.0%	0.00

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<b>Application fee for grant of a permit for mobile plant (Fee payable for each permit to operate mobile plant)</b>										
• 1 <sup>st</sup> & 2 <sup>nd</sup> Permit	1,670.00	N	0.00	1,670.00	1,670.00	N	0.00	1,670.00	0.0%	0.00
• 3 <sup>rd</sup> – 7 <sup>th</sup> Permit	995.00	N	0.00	995.00	995.00	N	0.00	995.00	0.0%	0.00
• 8 <sup>th</sup> and subsequent permits	510.00	N	0.00	510.00	510.00	N	0.00	510.00	0.0%	0.00
<b>Additional fees for a late application for an installation</b>										
• Reduced fee activity	75.00	N	0.00	75.00	75.00	N	0.00	75.00	0.0%	0.00
• Any other Part B activity or any other solvent emission activity	1,195.00	N	0.00	1,195.00	1,195.00	N	0.00	1,195.00	0.0%	0.00
<b>Additional fees for a late application for a mobile</b>	1,195.00	N	0.00	1,195.00	1,195.00	N	0.00	1,195.00	0.0%	0.00
<b>Fee for substantial change variation of permit</b>										
• Reduced fee activity	105.00	N	0.00	105.00	105.00	N	0.00	105.00	0.0%	0.00
• Any other Part B activity or any other solvent emission activity	1,055.00	N	0.00	1,055.00	1,055.00	N	0.00	1,055.00	0.0%	0.00
• Substantial change in the operation of an installation for a Part B activity or solvent emission activity	1,655.00	N	0.00	1,655.00	1,655.00	N	0.00	1,655.00	0.0%	0.00
<b>Transfer of a Permit</b>										
• Partial transfer (no fee for total transfer) for a reduced fee activity	50.00	N	0.00	50.00	50.00	N	0.00	50.00	0.0%	0.00
• Partial transfer, £169 for a total transfer for any other part B activity or any other solvent emission activity	500.00	N	0.00	500.00	500.00	N	0.00	500.00	0.0%	0.00
• Part B mobile plant for fixed period of hire	55.00	N	0.00	55.00	55.00	N	0.00	55.00	0.0%	0.00
• Subsequent applications if plant user, operator and authority different	55.00	N	0.00	55.00	55.00	N	0.00	55.00	0.0%	0.00
<b>Subsistence Annual Charge for Installations</b>										
<b>Low Risk</b>										
• Any part 1 reduced fee activity (other than those in items II and vehicle refinishers)	82.00	N	0.00	82.00	82.00	N	0.00	82.00	0.0%	0.00
• PVR I and PVR II activities carried on at the same service station	115.00	N	0.00	115.00	115.00	N	0.00	115.00	0.0%	0.00
• Vehicle refinishers (b), any Part 2, Part 3 or Part 4 reduced fee activity	230.00	N	0.00	230.00	230.00	N	0.00	230.00	0.0%	0.00
• Any other Part B activity or any other solvent emission activity	775.00	N	0.00	775.00	775.00	N	0.00	775.00	0.0%	0.00

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<b>Medium Risk</b>										
• Any part 1 reduced fee activity (other than those in items II and vehicle refinishers)	160.00	N	0.00	160.00	160.00	N	0.00	160.00	0.0%	0.00
• PVR I and PVR II activities carried on at the same service station	230.00	N	0.00	230.00	230.00	N	0.00	230.00	0.0%	0.00
• Vehicle refinishers (b), any Part 2, Part 3 or Part 4 reduced fee activity	370.00	N	0.00	370.00	370.00	N	0.00	370.00	0.0%	0.00
• Any other Part B activity or any other solvent emission activity	1,165.00	N	0.00	1,165.00	1,165.00	N	0.00	1,165.00	0.0%	0.00
<b>High Risk</b>										
• Any part 1 reduced fee activity (other than those in items II and vehicle refinishers)	240.00	N	0.00	240.00	240.00	N	0.00	240.00	0.0%	0.00
• PVR I and PVR II activities carried on at the same service station	345.00	N	0.00	345.00	345.00	N	0.00	345.00	0.0%	0.00
• Vehicle refinishers (b), any Part 2, Part 3 or Part 4 reduced fee activity	550.00	N	0.00	550.00	550.00	N	0.00	550.00	0.0%	0.00
• Any other Part B activity or any other solvent emission activity	1,750.00	N	0.00	1,750.00	1,750.00	N	0.00	1,750.00	0.0%	0.00
<b>Subsistence Annual Charge for installations</b>										
<b>Low Risk</b>										
• 1 <sup>st</sup> & 2 <sup>nd</sup> Permit	630.00	N	0.00	630.00	630.00	N	0.00	630.00	0.0%	0.00
• 3 <sup>rd</sup> – 7 <sup>th</sup> Permit	390.00	N	0.00	390.00	390.00	N	0.00	390.00	0.0%	0.00
• 8 <sup>th</sup> and subsequent permits	202.00	N	0.00	202.00	202.00	N	0.00	202.00	0.0%	0.00
<b>Medium Risk</b>										
• 1 <sup>st</sup> & 2 <sup>nd</sup> Permit	1,038.00	N	0.00	1,038.00	1,038.00	N	0.00	1,038.00	0.0%	0.00
• 3 <sup>rd</sup> – 7 <sup>th</sup> Permit	620.00	N	0.00	620.00	620.00	N	0.00	620.00	0.0%	0.00
• 8 <sup>th</sup> and subsequent permits	320.00	N	0.00	320.00	320.00	N	0.00	320.00	0.0%	0.00
<b>High Risk</b>										
• 1 <sup>st</sup> & 2 <sup>nd</sup> Permit	1,555.00	N	0.00	1,555.00	1,555.00	N	0.00	1,555.00	0.0%	0.00
• 3 <sup>rd</sup> – 7 <sup>th</sup> Permit	928.00	N	0.00	928.00	928.00	N	0.00	928.00	0.0%	0.00
• 8 <sup>th</sup> and subsequent permits	475.00	N	0.00	475.00	475.00	N	0.00	475.00	0.0%	0.00
• Late Payment Charge	55.00	N	0.00	55.00	55.00	N	0.00	55.00	0.0%	0.00

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<b>HEALTH &amp; SAFETY</b>										
• Charge for each 30 minutes or part thereof of staff time	50.00	N	0.00	50.00	50.00	N	0.00	50.00	0.0%	0.00
<b>COSMETIC PIERCING, TATTOOING, ACUPUNCTURE &amp; ELECTROLYSIS</b>										
• Registration fee per application	115.00	N	0.00	115.00	115.00	N	0.00	115.00	0.0%	0.00
• Registration fee per individual	68.00	N	0.00	68.00	68.00	N	0.00	68.00	0.0%	0.00
<b>NEIGHBOURHOOD ENFORCEMENT</b>										
<b>ENVIRONMENTAL INFORMATION &amp; REGULATIONS</b>										
• Charge for each 30 minutes, or part thereof, of staff time	51.50	N	0.00	51.50	51.50	N	0.00	51.50	0.0%	0.00
<b>CHARGES FOR PHOTOCOPYING:</b>										
• Additional charge if number of sheets exceeds 25 or if retrieval of the copies takes more than 15 minutes, based on each 30 minutes, or part thereof, of staff time	22.50	N	0.00	22.50	22.50	N	0.00	22.50	0.0%	0.00
<b>HOUSING</b>										
<b>SELECTIVE LICENSING</b>										
	490.00	N	0.00	490.00	490.00	N	0.00	490.00	0.0%	0.00
<b>HOUSES IN MULTIPLE OCCUPATION LICENCE FEE</b>										
• Licence application fee for 5 bedroom HMO	590.00	N	0.00	590.00	590.00	N	0.00	590.00	0.0%	0.00
• Additional charge per additional bedroom	25.00	N	0.00	25.00	25.00	N	0.00	25.00	0.0%	0.00
• Compliance and enforcement fee	270.00	N	0.00	270.00	270.00	N	0.00	270.00	0.0%	0.00
<b>PUBLIC HEALTH</b>										
<b>CONTAMINATED LAND INVESTIGATION</b>										
• Provision of information from files	116.00	N	0.00	116.00	116.00	N	0.00	116.00	0.0%	0.00
• File/record search	238.00	N	0.00	238.00	238.00	N	0.00	238.00	0.0%	0.00
• Monitoring/Sampling on a time and materials charge	At cost	Y	At cost	At cost	At cost	Y	At cost	At cost		

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<b>ANIMAL HEALTH LICENCES</b>										
<b>Selling Animals</b>										
• Selling animals as pets application fee	306.00 (£261.00 renewal)	N	0.00	306.00 (£261.00 renewal)	306.00 (£261.00 renewal)	N	0.00	306.00 (£261.00 renewal)	0.0%	0.00
• Selling animals as pets grant fee - 1 year	213.00 (£168.00 renewal)	N	0.00	213.00 (£168.00 renewal)	213.00 (£168.00 renewal)	N	0.00	213.00 (£168.00 renewal)	0.0%	0.00
• Selling animals as pets grant fee - 2 years	264.00 (£219.00 renewal)	N	0.00	264.00 (£219.00 renewal)	264.00 (£219.00 renewal)	N	0.00	264.00 (£219.00 renewal)	0.0%	0.00
• Selling animals as pets grant fee - 3 years	315.00 (£270.00 renewal)	N	0.00	315.00 (£270.00 renewal)	315.00 (£270.00 renewal)	N	0.00	315.00 (£270.00 renewal)	0.0%	0.00
• Selling animals as pets variation fee (per hour)	50.00	N	0.00	50.00	50.00	N	0.00	50.00	0.0%	0.00
<b>Animal Boarding</b>										
• Animal boarding - Home boarding licence application fee	199.00 (£186.00 renewal)	N	0.00	199.00 (£186.00 renewal)	199.00 (£186.00 renewal)	N	0.00	199.00 (£186.00 renewal)	0.0%	0.00
• Animal boarding - Home boarding licence grant fee - 1 year	144.00 (£131.00 renewal)	N	0.00	144.00 (£131.00 renewal)	144.00 (£131.00 renewal)	N	0.00	144.00 (£131.00 renewal)	0.0%	0.00
• Animal boarding - Home boarding licence grant fee - 2 years	195.00 (£182.00 renewal)	N	0.00	195.00 (£182.00 renewal)	195.00 (£182.00 renewal)	N	0.00	195.00 (£182.00 renewal)	0.0%	0.00
• Animal boarding - Home boarding licence grant fee - 3 years	246.00 (£233.00 renewal)	N	0.00	246.00 (£233.00 renewal)	246.00 (£233.00 renewal)	N	0.00	246.00 (£233.00 renewal)	0.0%	0.00
• Animal boarding - Home boarding licence variation fee (per hour)	50.00	N	0.00	50.00	50.00	N	0.00	50.00	0.0%	0.00
• Boarding of cats <i>or</i> dogs - Application fee <10 animals	305.00 (£236.00 renewal)	N	0.00	305.00 (£236.00 renewal)	305.00 (£236.00 renewal)	N	0.00	305.00 (£236.00 renewal)	0.0%	0.00
• Boarding of cats <i>or</i> dogs - Application fee 10 - 29 animals	330.00 (£261.00 renewal)	N	0.00	330.00 (£261.00 renewal)	330.00 (£261.00 renewal)	N	0.00	330.00 (£261.00 renewal)	0.0%	0.00
• Boarding of cats <i>or</i> dogs - Application fee >30 animals	355.00 (£286.00 renewal)	N	0.00	355.00 (£286.00 renewal)	355.00 (£286.00 renewal)	N	0.00	355.00 (£286.00 renewal)	0.0%	0.00

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	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
• Boarding of cats <i>or</i> dogs - Application fee >60 animals	380.00 (£311.00 renewal)	N	0.00	380.00 (£311.00 renewal)	380.00 (£311.00 renewal)	N	0.00	380.00 (£311.00 renewal)	0.0%	0.00
• Boarding of cats <i>or</i> dogs - Grant fee 1 Year <10 animals	225.00 (£156.00 renewal)	N	0.00	225.00 (£156.00 renewal)	225.00 (£156.00 renewal)	N	0.00	225.00 (£156.00 renewal)	0.0%	0.00
• Boarding of cats <i>or</i> dogs - Grant fee 1 Year 10 - 29 animals	337.00 (£268.00 renewal)	N	0.00	337.00 (£268.00 renewal)	337.00 (£268.00 renewal)	N	0.00	337.00 (£268.00 renewal)	0.0%	0.00
• Boarding of cats <i>or</i> dogs - Grant fee 1 Year >30 animals	375.00 (£306.00 renewal)	N	0.00	375.00 (£306.00 renewal)	375.00 (£306.00 renewal)	N	0.00	375.00 (£306.00 renewal)	0.0%	0.00
• Boarding of cats <i>or</i> dogs - Grant fee 1 Year >60 animals	412.00 (£343.00 renewal)	N	0.00	412.00 (£343.00 renewal)	412.00 (£343.00 renewal)	N	0.00	412.00 (£343.00 renewal)	0.0%	0.00
• Boarding of cats <i>or</i> dogs - Grant fee 2 Year <10 animals	276.00 (£207.00 renewal)	N	0.00	276.00 (£207.00 renewal)	276.00 (£207.00 renewal)	N	0.00	276.00 (£207.00 renewal)	0.0%	0.00
• Boarding of cats <i>or</i> dogs - Grant fee 2 Year 10 - 29 animals	388.00 (£319.00 renewal)	N	0.00	388.00 (£319.00 renewal)	388.00 (£319.00 renewal)	N	0.00	388.00 (£319.00 renewal)	0.0%	0.00
• Boarding of cats <i>or</i> dogs - Grant fee 2 Year >30 animals	426.00 (£357.00 renewal)	N	0.00	426.00 (£357.00 renewal)	426.00 (£357.00 renewal)	N	0.00	426.00 (£357.00 renewal)	0.0%	0.00
• Boarding of cats <i>or</i> dogs - Grant fee 2 Year >60 animals	463.00 (£394.00 renewal)	N	0.00	463.00 (£394.00 renewal)	463.00 (£394.00 renewal)	N	0.00	463.00 (£394.00 renewal)	0.0%	0.00
• Boarding of cats <i>or</i> dogs - Grant fee 3 Year <10 animals	327.00 (£258.00 renewal)	N	0.00	327.00 (£258.00 renewal)	327.00 (£258.00 renewal)	N	0.00	327.00 (£258.00 renewal)	0.0%	0.00
• Boarding of cats <i>or</i> dogs - Grant fee 3 Year 10 - 29 animals	439.00 (£370.00 renewal)	N	0.00	439.00 (£370.00 renewal)	439.00 (£370.00 renewal)	N	0.00	439.00 (£370.00 renewal)	0.0%	0.00
• Boarding of cats <i>or</i> dogs - Grant fee 3 Year >30 animals	477.00 (£408.00 renewal)	N	0.00	477.00 (£408.00 renewal)	477.00 (£408.00 renewal)	N	0.00	477.00 (£408.00 renewal)	0.0%	0.00
• Boarding of cats <i>or</i> dogs - Grant fee 3 Year >60 animals	514.00 (£445.00 renewal)	N	0.00	514.00 (£445.00 renewal)	514.00 (£445.00 renewal)	N	0.00	514.00 (£445.00 renewal)	0.0%	0.00
• Boarding of cats <i>or</i> dogs - Variation fee (per hour)	50.00	N	0.00	50.00	50.00	N	0.00	50.00	0.0%	0.00

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• Boarding of cats <i>and</i> dogs - Application fee <10 animals	355.00 (£286.00 renewal)	N	0.00	355.00 (£286.00 renewal)	355.00 (£286.00 renewal)	N	0.00	355.00 (£286.00 renewal)	0.0%	0.00
• Boarding of cats <i>and</i> dogs - Application fee 10 - 29 animals	380.00 (£311.00 renewal)	N	0.00	380.00 (£311.00 renewal)	380.00 (£311.00 renewal)	N	0.00	380.00 (£311.00 renewal)	0.0%	0.00
• Boarding of cats <i>and</i> dogs - Application fee >30 animals	405.00 (£336.00 renewal)	N	0.00	405.00 (£336.00 renewal)	405.00 (£336.00 renewal)	N	0.00	405.00 (£336.00 renewal)	0.0%	0.00
• Boarding of cats <i>and</i> dogs - Application fee >60 animals	430.00 (£361.00 renewal)	N	0.00	430.00 (£361.00 renewal)	430.00 (£361.00 renewal)	N	0.00	430.00 (£361.00 renewal)	0.0%	0.00
• Boarding of cats <i>and</i> dogs - Grant fee 1 Year <10 animals	250.00 (£181.00 renewal)	N	0.00	250.00 (£181.00 renewal)	250.00 (£181.00 renewal)	N	0.00	250.00 (£181.00 renewal)	0.0%	0.00
• Boarding of cats <i>and</i> dogs - Grant fee 1 Year 10 - 29 animals	262.00 (£193.00 renewal)	N	0.00	262.00 (£193.00 renewal)	262.00 (£193.00 renewal)	N	0.00	262.00 (£193.00 renewal)	0.0%	0.00
• Boarding of cats <i>and</i> dogs - Grant fee 1 Year >30 animals	275.00 (£206.00 renewal)	N	0.00	275.00 (£206.00 renewal)	275.00 (£206.00 renewal)	N	0.00	275.00 (£206.00 renewal)	0.0%	0.00
• Boarding of cats <i>and</i> dogs - Grant fee 1 Year >60 animals	289.00 (£220.00 renewal)	N	0.00	289.00 (£220.00 renewal)	289.00 (£220.00 renewal)	N	0.00	289.00 (£220.00 renewal)	0.0%	0.00
• Boarding of cats <i>and</i> dogs - Grant fee 2 Year <10 animals	301.00 (£232.00 renewal)	N	0.00	301.00 (£232.00 renewal)	301.00 (£232.00 renewal)	N	0.00	301.00 (£232.00 renewal)	0.0%	0.00
• Boarding of cats <i>and</i> dogs - Grant fee 2 Year 10 - 29 animals	352.00 (£283.00 renewal)	N	0.00	352.00 (£283.00 renewal)	352.00 (£283.00 renewal)	N	0.00	352.00 (£283.00 renewal)	0.0%	0.00
• Boarding of cats <i>and</i> dogs - Grant fee 2 Year >30 animals	403.00 (£334.00 renewal)	N	0.00	403.00 (£334.00 renewal)	403.00 (£334.00 renewal)	N	0.00	403.00 (£334.00 renewal)	0.0%	0.00
• Boarding of cats <i>and</i> dogs - Grant fee 2 Year >60 animals	454.00 (£385.00 renewal)	N	0.00	454.00 (£385.00 renewal)	454.00 (£385.00 renewal)	N	0.00	454.00 (£385.00 renewal)	0.0%	0.00
• Boarding of cats <i>and</i> dogs - Grant fee 3 Year <10 animals	352.00 (£283.00 renewal)	N	0.00	352.00 (£283.00 renewal)	352.00 (£283.00 renewal)	N	0.00	352.00 (£283.00 renewal)	0.0%	0.00
• Boarding of cats <i>and</i> dogs - Grant fee 3 Year 10 - 29 animals	403.00 (£334.00 renewal)	N	0.00	403.00 (£334.00 renewal)	403.00 (£334.00 renewal)	N	0.00	403.00 (£334.00 renewal)	0.0%	0.00

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• Boarding of cats <i>and</i> dogs - Grant fee 3 Year >30 animals	454.00 (£385.00 renewal)	N	0.00	454.00 (£385.00 renewal)	454.00 (£385.00 renewal)	N	0.00	454.00 (£385.00 renewal)	0.0%	0.00
• Boarding of cats <i>and</i> dogs - Grant fee 3 Year >60 animals	505.00 (£436.00 renewal)	N	0.00	505.00 (£436.00 renewal)	505.00 (£436.00 renewal)	N	0.00	505.00 (£436.00 renewal)	0.0%	0.00
• Boarding of cats <i>and</i> dogs - Variation fee (per hour)	50.00	N	0.00	50.00	50.00	N	0.00	50.00	0.0%	0.00
<b>Providing Day Care for Dogs</b>										
• Day care for dogs - Application fee	340.00 (£236.00 renewal)	N	0.00	340.00 (£236.00 renewal)	340.00 (£236.00 renewal)	N	0.00	340.00 (£236.00 renewal)	0.0%	0.00
• Day care for dogs - Grant fee - 1 year	260.00 (£156.00 renewal)	N	0.00	260.00 (£156.00 renewal)	260.00 (£156.00 renewal)	N	0.00	260.00 (£156.00 renewal)	0.0%	0.00
• Day care for dogs - Grant fee - 2 years	311.00 (£207.00 renewal)	N	0.00	311.00 (£207.00 renewal)	311.00 (£207.00 renewal)	N	0.00	311.00 (£207.00 renewal)	0.0%	0.00
• Day care for dogs - Grant fee - 3 years	362.00 (£258.00 renewal)	N	0.00	362.00 (£258.00 renewal)	362.00 (£258.00 renewal)	N	0.00	362.00 (£258.00 renewal)	0.0%	0.00
• Day care for dogs - Variation fee	50.00	N	0.00	50.00	50.00	N	0.00	50.00	0.0%	0.00
<b>Dog Breeding</b>										
• Breeding of dogs licence	107.00 267.00	N	0.00	107.00 267.00	107.00 267.00	N	0.00	107.00 267.00	0.0%	0.00
• Dog breeding licence - Residential application fee	(£236.00 renewal)	N	0.00	(£236.00 renewal)	(£236.00 renewal)	N	0.00	(£236.00 renewal)	0.0%	0.00
• Dog breeding licence - Commercial application fee	317.00 (£286.00 renewal)	N	0.00	317.00 (£286.00 renewal)	317.00 (£286.00 renewal)	N	0.00	317.00 (£286.00 renewal)	0.0%	0.00
• Dog breeding licence - Residential grant fee - 1 year	187.00 (£156.00 renewal)	N	0.00	187.00 (£156.00 renewal)	187.00 (£156.00 renewal)	N	0.00	187.00 (£156.00 renewal)	0.0%	0.00
• Dog breeding licence - Residential grant fee - 2 years	238.00 (£207.00 renewal)	N	0.00	238.00 (£207.00 renewal)	238.00 (£207.00 renewal)	N	0.00	238.00 (£207.00 renewal)	0.0%	0.00
• Dog breeding licence - Residential grant fee - 3 years	289.00 (£258.00 renewal)	N	0.00	289.00 (£258.00 renewal)	289.00 (£258.00 renewal)	N	0.00	289.00 (£258.00 renewal)	0.0%	0.00

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• Dog breeding licence - Commercial grant fee - 1 year	212.00 (£181.00 renewal)	N	0.00	212.00 (£181.00 renewal)	212.00 (£181.00 renewal)	N	0.00	212.00 (£181.00 renewal)	0.0%	0.00
• Dog breeding licence - Commercial grant fee - 2 years	263.00 (£232.00 renewal)	N	0.00	263.00 (£232.00 renewal)	263.00 (£232.00 renewal)	N	0.00	263.00 (£232.00 renewal)	0.0%	0.00
• Dog breeding licence - Commercial grant fee - 3 years	314.00 (£283.00 renewal)	N	0.00	314.00 (£283.00 renewal)	314.00 (£283.00 renewal)	N	0.00	314.00 (£283.00 renewal)	0.0%	0.00
• Dog breeding licence - Variation fee (per hour)	50.00	N	0.00	50.00	50.00	N	0.00	50.00	0.0%	0.00
<b>Hiring out Horses</b>										
• Hiring out horses - Application fee <10 horses	281.00 (£236.00 renewal)	N	0.00	281.00 (£236.00 renewal)	281.00 (£236.00 renewal)	N	0.00	281.00 (£236.00 renewal)	0.0%	0.00
• Hiring out horses - Application fee <49 horses	381.00 (£336.00 renewal)	N	0.00	381.00 (£336.00 renewal)	381.00 (£336.00 renewal)	N	0.00	381.00 (£336.00 renewal)	0.0%	0.00
• Hiring out horses - Application fee >50 horses	481.00 (£436.00 renewal)	N	0.00	481.00 (£436.00 renewal)	481.00 (£436.00 renewal)	N	0.00	481.00 (£436.00 renewal)	0.0%	0.00
• Hiring out horses - Grant fee - 1 year	101.00 (£56.00 renewal)	N	0.00	101.00 (£56.00 renewal)	101.00 (£56.00 renewal)	N	0.00	101.00 (£56.00 renewal)	0.0%	0.00
• Hiring out horses - Grant fee <10 horses - 2 years	251.00 (£206.00 renewal)	N	0.00	251.00 (£206.00 renewal)	251.00 (£206.00 renewal)	N	0.00	251.00 (£206.00 renewal)	0.0%	0.00
• Hiring out horses - Grant fee <49 horses - 2 years	351.00 (£306.00 renewal)	N	0.00	351.00 (£306.00 renewal)	351.00 (£306.00 renewal)	N	0.00	351.00 (£306.00 renewal)	0.0%	0.00
• Hiring out horses - Grant fee >50 horses - 2 years	451.00 (£406.00 renewal)	N	0.00	451.00 (£406.00 renewal)	451.00 (£406.00 renewal)	N	0.00	451.00 (£406.00 renewal)	0.0%	0.00
• Hiring out horses - Grant fee <10 horses - 3 years	502.00 (£457.00 renewal)	N	0.00	502.00 (£457.00 renewal)	502.00 (£457.00 renewal)	N	0.00	502.00 (£457.00 renewal)	0.0%	0.00
• Hiring out horses - Grant fee <49 horses - 3 years	702.00 (£657.00 renewal)	N	0.00	702.00 (£657.00 renewal)	702.00 (£657.00 renewal)	N	0.00	702.00 (£657.00 renewal)	0.0%	0.00
• Hiring out horses - Grant fee >50 horses - 3 years	902.00 (£857.00 renewal)	N	0.00	902.00 (£857.00 renewal)	902.00 (£857.00 renewal)	N	0.00	902.00 (£857.00 renewal)	0.0%	0.00



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<b>TRADING STANDARDS</b>										
The cost of any material used will be added to each of these charges										
<b>WEIGHING &amp; MEASURING EQUIPMENT (VERIFICATION)</b>										
<b>Non Automatic weighing machines – UK verification</b>										
The fee per instrument or (if fitted with two or more weighing tables or platforms connected to one or more indicating mechanism) the fee per weight table or platform.										
• Not exceeding 30 kg	35.00	N	0.00	35.00	35.00	N	0.00	35.00	0.0%	0.00
• Exceeding 30 kg but not exceeding 250 kg	60.00	N	0.00	60.00	60.00	N	0.00	60.00	0.0%	0.00
• Exceeding 250 kg but not exceeding 1 tonne	95.00	N	0.00	95.00	95.00	N	0.00	95.00	0.0%	0.00
• Exceeding 1 tonne but not exceeding 5 tonne	150.00	N	0.00	150.00	150.00	N	0.00	150.00	0.0%	0.00
• Exceeding 5 tonne but not exceeding 30 tonne	290.00	N	0.00	290.00	290.00	N	0.00	290.00	0.0%	0.00
• Exceeding 30 tonne	460.00	N	0.00	460.00	460.00	N	0.00	460.00	0.0%	0.00
Where labour and equipment are provided to facilitate the test the appropriate fee is reduced by 50%.										
<b>MEASURING INSTRUMENTS</b>										
Measuring instruments for liquid fuel or lubricants or mixtures thereof.										
• Container types (unsubdivided)	70.00	N	0.00	70.00	70.00	N	0.00	70.00	0.0%	0.00
<b>SINGLE / MULTI GRADE TYPES</b>										
• First nozzle tested, per visit per site	90.00	N	0.00	90.00	90.00	N	0.00	90.00	0.0%	0.00
• Each additional nozzle tested	70.00	N	0.00	70.00	70.00	N	0.00	70.00	0.0%	0.00
<b>WEIGHTS</b>										
• Not exceeding 5 kg	8.00	N	0.00	8.00	8.00	N	0.00	8.00	0.0%	0.00
• Exceeding 5 kg	12.00	N	0.00	12.00	12.00	N	0.00	12.00	0.0%	0.00
<b>LINEAR MEASURES</b>										
• Not exceeding 3 metres	14.00	N	0.00	14.00	14.00	N	0.00	14.00	0.0%	0.00
• Exceeding 3 metres	18.00	N	0.00	18.00	18.00	N	0.00	18.00	0.0%	0.00
<b>CAPACITY MEASURES</b>										
• Unsubdivided Per measure	10.00	N	0.00	10.00	10.00	N	0.00	10.00	0.0%	0.00

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• Subdivided Per measure	14.00	N	0.00	14.00	14.00	N	0.00	14.00	0.0%	0.00
<b>OTHER WEIGHING AND MEASURING EQUIPMENT</b>										
• All other weighing and measuring equipment (per person per hour)	70.00	N	0.00	70.00	70.00	N	0.00	70.00	0.0%	0.00
<b>TESTING OF WEIGHING AND MEASURING EQUIPMENT (CALIBRATION) WEIGHTS (WITH CERTIFICATE OF TEST)</b>										
• Not exceeding 5kg (10 lb)	10.00	N	0.00	10.00	10.00	N	0.00	10.00	0.0%	0.00
• Exceeding 5 kg (10 lb) but not exceeding 25 kg (56 lb)	14.00	N	0.00	14.00	14.00	N	0.00	14.00	0.0%	0.00
• Exceeding 25 kg (56 lb)	25.00	N	0.00	25.00	25.00	N	0.00	25.00	0.0%	0.00
• Adjustment service per weight	6.50	N	0.00	6.50	6.50	N	0.00	6.50	0.0%	0.00
A surcharge of 10% is applicable if the submission is fewer than 5 items in total.										
<b>LINEAR MEASURES (with certificate of test)</b>										
• Not exceeding 3 metres (10 feet)	15.00	N	0.00	15.00	15.00	N	0.00	15.00	0.0%	0.00
• Exceeding 3 metres (10 feet)	20.00	N	0.00	20.00	20.00	N	0.00	20.00	0.0%	0.00
A surcharge of 10% is applicable if the submission is fewer than 5 items in total.										
<b>OTHER</b>										
• Request tests of trade equipment	As per verification fees	N	0.00	As per verification fees	As per verification fees	N	0.00	As per verification fees		
• All other weighing and measuring equipment incl. the provision of certificate of accuracy (Per person per hour)	70.00	N	0.00	70.00	70.00	N	0.00	70.00	0.0%	0.00
• Additional copies of certificate of accuracy	10.00	N	0.00	10.00	10.00	N	0.00	10.00	0.0%	0.00
<b>Do You Pass Training Course</b>										
• 1st attendee	55.00	N	0.00	55.00	55.00	N	0.00	55.00	0.0%	0.00
• 2nd and subsequent attendees from same premises	45.00	N	0.00	45.00	45.00	N	0.00	45.00	0.0%	0.00
• Business Advice hourly rate	50.00	N	0.00	50.00	50.00	N	0.00	50.00	0.0%	0.00

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<b>TAXI LICENCES</b>										
<b>TAXI VEHICLE AND DRIVERS LICENCE</b>										
• Hackney Vehicle Licence - Full Year One Test	180.00	N	0.00	180.00	180.00	N	0.00	180.00	0.0%	0.00
• Hackney Vehicle Licence - Full Year Two Tests	225.00	N	0.00	225.00	225.00	N	0.00	225.00	0.0%	0.00
• Hackney Vehicle Licence - Full Year Three Tests	270.00	N	0.00	270.00	270.00	N	0.00	270.00	0.0%	0.00
• Taxi Marshall Levy	175.00	N	0.00	175.00	175.00	N	0.00	175.00	0.0%	0.00
• Vehicle Change	95.00	N	0.00	95.00	95.00	N	0.00	95.00	0.0%	0.00
• Vehicle Re-tests (full)	45.00	N	0.00	45.00	45.00	N	0.00	45.00	0.0%	0.00
• Vehicle Re-tests (part)	20.00	N	0.00	20.00	20.00	N	0.00	20.00	0.0%	0.00
• Owner Change	16.00	N	0.00	16.00	16.00	N	0.00	16.00	0.0%	0.00
• Drivers Licence - Online - New (1 year)	114.00	N	0.00	114.00	114.00	N	0.00	114.00	0.0%	0.00
• Drivers Licence - Online - Renewal (1 year)	68.00	N	0.00	68.00	68.00	N	0.00	68.00	0.0%	0.00
• Drivers Licence - Online - Grant (3 year)	207.00	N	0.00	207.00	207.00	N	0.00	207.00	0.0%	0.00
• Drivers Licence - Online - Renewal (3 year)	161.00	N	0.00	161.00	161.00	N	0.00	161.00	0.0%	0.00
• Drivers Proficiency Re-tests	36.00	N	0.00	36.00	36.00	N	0.00	36.00	0.0%	0.00
• DBS Application - Paper	44.00	N	0.00	44.00	44.00	N	0.00	44.00	0.0%	0.00
• DBS Application - Online	Cost Recovery	N	0.00	Cost Recovery	Cost Recovery	N	0.00	Cost Recovery		
• Drivers Awareness Course (fail to attend fee)	N/A	N/A	N/A	N/A	15.00	N	0.00	15.00	New Charge	New Charge
<b>PRIVATE HIRE OPERATOR LICENCE - ONE YEAR FEE</b>										
<b>OPERATORS LICENCE - NO STARS</b>										
• 1 Vehicle	413.00	N	0.00	413.00	413.00	N	0.00	413.00	0.0%	0.00
• 2 – 10 Vehicles	678.00	N	0.00	678.00	678.00	N	0.00	678.00	0.0%	0.00
• 11 – 30 Vehicles	1,410.00	N	0.00	1,410.00	1,410.00	N	0.00	1,410.00	0.0%	0.00
• 31 – 60 Vehicles	1,794.00	N	0.00	1,794.00	1,794.00	N	0.00	1,794.00	0.0%	0.00
• 61+ Vehicles	2,317.00	N	0.00	2,317.00	2,317.00	N	0.00	2,317.00	0.0%	0.00
<b>OPERATORS LICENCE - ONE STAR</b>										
• 1 Vehicle	332.00	N	0.00	332.00	332.00	N	0.00	332.00	0.0%	0.00
• 2 – 10 Vehicles	580.00	N	0.00	580.00	580.00	N	0.00	580.00	0.0%	0.00
• 11 – 30 Vehicles	1,242.00	N	0.00	1,242.00	1,242.00	N	0.00	1,242.00	0.0%	0.00
• 31 – 60 Vehicles	1,528.00	N	0.00	1,528.00	1,528.00	N	0.00	1,528.00	0.0%	0.00
• 61+ Vehicles	2,027.00	N	0.00	2,027.00	2,027.00	N	0.00	2,027.00	0.0%	0.00
<b>OPERATORS LICENCE - TWO STARS</b>										
• 1 Vehicle	237.00	N	0.00	237.00	237.00	N	0.00	237.00	0.0%	0.00
• 2 – 10 Vehicles	473.00	N	0.00	473.00	473.00	N	0.00	473.00	0.0%	0.00
• 11 – 30 Vehicles	994.00	N	0.00	994.00	994.00	N	0.00	994.00	0.0%	0.00
• 31 – 60 Vehicles	1,235.00	N	0.00	1,235.00	1,235.00	N	0.00	1,235.00	0.0%	0.00

DESCRIPTION OF FEES	2020/21 CHARGES				PROPOSED 2021/22 CHARGES				NET VARIANCE FROM PREVIOUS YEAR EXCL. VAT	
	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
• 61+ Vehicles	1,415.00	N	0.00	1,415.00	1,415.00	N	0.00	1,415.00	0.0%	0.00
<b>OPERATORS LICENCE - THREE STARS</b>										
• 1 Vehicle	197.00	N	0.00	197.00	197.00	N	0.00	197.00	0.0%	0.00
• 2 – 10 Vehicles	349.00	N	0.00	349.00	349.00	N	0.00	349.00	0.0%	0.00
• 11 – 30 Vehicles	720.00	N	0.00	720.00	720.00	N	0.00	720.00	0.0%	0.00
• 31 – 60 Vehicles	868.00	N	0.00	868.00	868.00	N	0.00	868.00	0.0%	0.00
• 61+ Vehicles	995.00	N	0.00	995.00	995.00	N	0.00	995.00	0.0%	0.00
<b>OPERATORS LICENCE - FOUR STARS</b>										
• 1 Vehicle	162.00	N	0.00	162.00	162.00	N	0.00	162.00	0.0%	0.00
• 2 – 10 Vehicles	269.00	N	0.00	269.00	269.00	N	0.00	269.00	0.0%	0.00
• 11 – 30 Vehicles	576.00	N	0.00	576.00	576.00	N	0.00	576.00	0.0%	0.00
• 31 – 60 Vehicles	734.00	N	0.00	734.00	734.00	N	0.00	734.00	0.0%	0.00
• 61+ Vehicles	900.00	N	0.00	900.00	900.00	N	0.00	900.00	0.0%	0.00
<b>OPERATORS LICENCE - WITHOUT STAR RATING</b>										
<b>ONE YEAR</b>										
• 1 Vehicle	197.00	N	0.00	197.00	197.00	N	0.00	197.00	0.0%	0.00
• 2-10 Vehicles	349.00	N	0.00	349.00	349.00	N	0.00	349.00	0.0%	0.00
• 11-50 Vehicles	720.00	N	0.00	720.00	720.00	N	0.00	720.00	0.0%	0.00
• 51-99 Vehicles	995.00	N	0.00	995.00	995.00	N	0.00	995.00	0.0%	0.00
• 100-199 Vehicles	1,125.00	N	0.00	1,125.00	1,125.00	N	0.00	1,125.00	0.0%	0.00
• 200-299 Vehicles	1,345.00	N	0.00	1,345.00	1,345.00	N	0.00	1,345.00	0.0%	0.00
• 300-399 Vehicles	1,595.00	N	0.00	1,595.00	1,595.00	N	0.00	1,595.00	0.0%	0.00
• 400+ Vehicles	1,855.00	N	0.00	1,855.00	1,855.00	N	0.00	1,855.00	0.0%	0.00
<b>OPERATORS LICENCE - WITHOUT STAR RATING</b>										
<b>FIVE YEAR</b>										
• 1 Vehicle	505.00	N	0.00	505.00	505.00	N	0.00	505.00	0.0%	0.00
• 2-10 Vehicles	1,265.00	N	0.00	1,265.00	1,265.00	N	0.00	1,265.00	0.0%	0.00
• 11-50 Vehicles	3,120.00	N	0.00	3,120.00	3,120.00	N	0.00	3,120.00	0.0%	0.00
• 51-99 Vehicles	4,495.00	N	0.00	4,495.00	4,495.00	N	0.00	4,495.00	0.0%	0.00
• 100-199 Vehicles	5,145.00	N	0.00	5,145.00	5,145.00	N	0.00	5,145.00	0.0%	0.00
• 200-299 Vehicles	6,245.00	N	0.00	6,245.00	6,245.00	N	0.00	6,245.00	0.0%	0.00
• 300 -399 Vehicles	7,495.00	N	0.00	7,495.00	7,495.00	N	0.00	7,495.00	0.0%	0.00
• 400+ Vehicles	8,795.00	N	0.00	8,795.00	8,795.00	N	0.00	8,795.00	0.0%	0.00

DESCRIPTION OF FEES	2020/21 CHARGES				PROPOSED 2021/22 CHARGES				NET VARIANCE FROM PREVIOUS YEAR EXCL. VAT	
	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
<b>PRIVATE HIRE OPERATOR LICENCE - FIVE YEAR FEE</b>										
<b>OPERATORS LICENCE - NO STARS</b>										
• 1 Vehicle	1,955.00	N	0.00	1,955.00	1,955.00	N	0.00	1,955.00	0.0%	0.00
• 2 – 10 Vehicles	3,280.00	N	0.00	3,280.00	3,280.00	N	0.00	3,280.00	0.0%	0.00
• 11 – 30 Vehicles	6,940.00	N	0.00	6,940.00	6,940.00	N	0.00	6,940.00	0.0%	0.00
• 31 – 60 Vehicles	8,860.00	N	0.00	8,860.00	8,860.00	N	0.00	8,860.00	0.0%	0.00
• 61+ Vehicles	11,475.00	N	0.00	11,475.00	11,475.00	N	0.00	11,475.00	0.0%	0.00
<b>OPERATORS LICENCE - ONE STAR</b>										
• 1 Vehicle	1,550.00	N	0.00	1,550.00	1,550.00	N	0.00	1,550.00	0.0%	0.00
• 2 – 10 Vehicles	2,790.00	N	0.00	2,790.00	2,790.00	N	0.00	2,790.00	0.0%	0.00
• 11 – 30 Vehicles	6,100.00	N	0.00	6,100.00	6,100.00	N	0.00	6,100.00	0.0%	0.00
• 31 – 60 Vehicles	7,530.00	N	0.00	7,530.00	7,530.00	N	0.00	7,530.00	0.0%	0.00
• 61+ Vehicles	10,025.00	N	0.00	10,025.00	10,025.00	N	0.00	10,025.00	0.0%	0.00
<b>OPERATORS LICENCE - TWO STARS</b>										
• 1 Vehicle	1,085.00	N	0.00	1,085.00	1,085.00	N	0.00	1,085.00	0.0%	0.00
• 2 – 10 Vehicles	2,265.00	N	0.00	2,265.00	2,265.00	N	0.00	2,265.00	0.0%	0.00
• 11 – 30 Vehicles	4,870.00	N	0.00	4,870.00	4,870.00	N	0.00	4,870.00	0.0%	0.00
• 31 – 60 Vehicles	6,075.00	N	0.00	6,075.00	6,075.00	N	0.00	6,075.00	0.0%	0.00
• 61+ Vehicles	6,975.00	N	0.00	6,975.00	6,975.00	N	0.00	6,975.00	0.0%	0.00
<b>OPERATORS LICENCE - THREE STARS</b>										
• 1 Vehicle	885.00	N	0.00	885.00	885.00	N	0.00	885.00	0.0%	0.00
• 2 – 10 Vehicles	1,645.00	N	0.00	1,645.00	1,645.00	N	0.00	1,645.00	0.0%	0.00
• 11 – 30 Vehicles	3,500.00	N	0.00	3,500.00	3,500.00	N	0.00	3,500.00	0.0%	0.00
• 31 – 60 Vehicles	4,240.00	N	0.00	4,240.00	4,240.00	N	0.00	4,240.00	0.0%	0.00
• 61+ Vehicles	4,875.00	N	0.00	4,875.00	4,875.00	N	0.00	4,875.00	0.0%	0.00
<b>OPERATORS LICENCE - FOUR STARS</b>										
• 1 Vehicle	710.00	N	0.00	710.00	710.00	N	0.00	710.00	0.0%	0.00
• 2 – 10 Vehicles	1,245.00	N	0.00	1,245.00	1,245.00	N	0.00	1,245.00	0.0%	0.00
• 11 – 30 Vehicles	2,780.00	N	0.00	2,780.00	2,780.00	N	0.00	2,780.00	0.0%	0.00
• 31 – 60 Vehicles	3,570.00	N	0.00	3,570.00	3,570.00	N	0.00	3,570.00	0.0%	0.00
• 61+ Vehicles	4,400.00	N	0.00	4,400.00	4,400.00	N	0.00	4,400.00	0.0%	0.00
<b>PRIVATE HIRE VEHICLE LICENCE</b>										
• Private Hire Vehicle Licence - (Full year - Three Tests)	306.00	N	0.00	306.00	306.00	N	0.00	306.00	0.0%	0.00
• Private Hire Vehicle Licence – (Full Year Fee – Two Tests)	261.00	N	0.00	261.00	261.00	N	0.00	261.00	0.0%	0.00

DESCRIPTION OF FEES	2020/21 CHARGES				PROPOSED 2021/22 CHARGES				NET VARIANCE FROM PREVIOUS YEAR EXCL. VAT	
	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
• Private Hire Vehicle Licence - (Full Year Fee – One Test)	216.00	N	0.00	216.00	216.00	N	0.00	216.00	0.0%	0.00
<b>SUPPLEMENTARY CHARGES</b>										
• Replacement Plates (Each)	8.00	N	0.00	8.00	8.00	N	0.00	8.00	0.0%	0.00
• Plates Securing Bracket (L Shape)	12.00	N	0.00	12.00	12.00	N	0.00	12.00	0.0%	0.00
• Plates Securing Bracket (Flat Shape)	6.00	N	0.00	6.00	6.00	N	0.00	6.00	0.0%	0.00
• Plate holders - each	9.00	N	0.00	9.00	9.00	N	0.00	9.00	0.0%	0.00
• Cancelled/Failed to Attend Vehicle Test (Less than 48 hours notice given)	45.00	N	0.00	45.00	45.00	N	0.00	45.00	0.0%	0.00
• Cancelled/Failed to Attend Driver Proficiency Test (Less than 48 hours notice given)	36.00	N	0.00	36.00	36.00	N	0.00	36.00	0.0%	0.00
• Fee to be deducted for a withdrawn/refused application & amendments to licences	33.00	N	0.00	33.00	33.00	N	0.00	33.00	0.0%	0.00
• Pre-application advice per hour	30.00	N	0.00	30.00	30.00	N	0.00	30.00	0.0%	0.00
• Hackney Carriage door signs	5.00	N	0.00	5.00	5.00	N	0.00	5.00	0.0%	0.00
• Star Rating door signs	1.00	N	0.00	1.00	1.00	N	0.00	1.00	0.0%	0.00
<b>STREET TRADING LICENCES</b>										
• Street trading consents and licences - (Ice Cream / Veg) - Yearly	690.00	N	0.00	690.00	690.00	N	0.00	690.00	0.0%	0.00
• Street trading consents and licences - (Ice Cream / Veg) - 6 Months	345.00	N	0.00	345.00	345.00	N	0.00	345.00	0.0%	0.00
• Street trading consents (Other traders) - Yearly	590.00	N	0.00	590.00	590.00	N	0.00	590.00	0.0%	0.00
• Street trading consents (Other traders) - 6 Months	295.00	N	0.00	295.00	295.00	N	0.00	295.00	0.0%	0.00
• Street trading assistant	21.00	N	0.00	21.00	21.00	N	0.00	21.00	0.0%	0.00
• Street trading licences Town Centre - Per Quarter	995.00	N	0.00	995.00	995.00	N	0.00	995.00	0.0%	0.00
<b>STREET TRADING - DAILY FEES:</b>										
• 1st Day	57.00	N	0.00	57.00	57.00	N	0.00	57.00	0.0%	0.00
• 2nd and Subsequent Days	32.00	N	0.00	32.00	32.00	N	0.00	32.00	0.0%	0.00
<b>STREET TRADING – MISCELLANEOUS</b>										
• Uppermill Weekly Market	110.00	N	0.00	110.00	110.00	N	0.00	110.00	0.0%	0.00
<b>CAR BOOT / TABLE TOP SALES</b>										
• Up to 20 stalls	42.00	N	0.00	42.00	42.00	N	0.00	42.00	0.0%	0.00
• Additional stalls - per stall	2.00	N	0.00	2.00	2.00	N	0.00	2.00	0.0%	0.00

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	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
<b>SCRAP METAL LICENCES</b>										
<b>SCRAP METAL DEALER SITE LICENCE</b>										
• New	630.00	N	0.00	630.00	630.00	N	0.00	630.00	0.0%	0.00
• Per additional site	565.00	N	0.00	565.00	565.00	N	0.00	565.00	0.0%	0.00
• Renewal	465.00	N	0.00	465.00	465.00	N	0.00	465.00	0.0%	0.00
• Renewal per additional site	400.00	N	0.00	400.00	400.00	N	0.00	400.00	0.0%	0.00
• Minor variation	30.00	N	0.00	30.00	30.00	N	0.00	30.00	0.0%	0.00
<b>SCRAP METAL COLLECTORS LICENCE</b>										
• New	265.00	N	0.00	265.00	265.00	N	0.00	265.00	0.0%	0.00
• Renewal	225.00	N	0.00	225.00	225.00	N	0.00	225.00	0.0%	0.00
• Minor Variation	30.00	N	0.00	30.00	30.00	N	0.00	30.00	0.0%	0.00
<b>BETTING AND ADULT ENTERTAINMENT LICENCES</b>										
<b>GAMBLING ACT 2005</b>										
<b>BINGO PREMISES</b>										
• New	2,450.00	N	0.00	2,450.00	2,450.00	N	0.00	2,450.00	0.0%	0.00
• Annual Fee	620.00	N	0.00	620.00	620.00	N	0.00	620.00	0.0%	0.00
• Variation	1,200.00	N	0.00	1,200.00	1,200.00	N	0.00	1,200.00	0.0%	0.00
• Provisional Statement	930.00	N	0.00	930.00	930.00	N	0.00	930.00	0.0%	0.00
• Transfer	627.00	N	0.00	627.00	627.00	N	0.00	627.00	0.0%	0.00
• Reinstatement	627.00	N	0.00	627.00	627.00	N	0.00	627.00	0.0%	0.00
<b>BETTING PREMISES (EXCLUDING TRACKS)</b>										
• New	2,250.00	N	0.00	2,250.00	2,250.00	N	0.00	2,250.00	0.0%	0.00
• Annual Fee	495.00	N	0.00	495.00	495.00	N	0.00	495.00	0.0%	0.00
• Variation	1,200.00	N	0.00	1,200.00	1,200.00	N	0.00	1,200.00	0.0%	0.00
• Provisional Statement	930.00	N	0.00	930.00	930.00	N	0.00	930.00	0.0%	0.00
• Transfer	627.00	N	0.00	627.00	627.00	N	0.00	627.00	0.0%	0.00
• Reinstatement	627.00	N	0.00	627.00	627.00	N	0.00	627.00	0.0%	0.00
<b>TRACKS</b>										
• New	1,875.00	N	0.00	1,875.00	1,875.00	N	0.00	1,875.00	0.0%	0.00
• Annual Fee	750.00	N	0.00	750.00	750.00	N	0.00	750.00	0.0%	0.00
• Variation	930.00	N	0.00	930.00	930.00	N	0.00	930.00	0.0%	0.00
• Provisional Statement	930.00	N	0.00	930.00	930.00	N	0.00	930.00	0.0%	0.00
• Transfer	627.00	N	0.00	627.00	627.00	N	0.00	627.00	0.0%	0.00
• Reinstatement	627.00	N	0.00	627.00	627.00	N	0.00	627.00	0.0%	0.00
<b>FAMILY ENTERTAINMENT CENTRE</b>										
• New	1,500.00	N	0.00	1,500.00	1,500.00	N	0.00	1,500.00	0.0%	0.00
• Annual Fee	562.00	N	0.00	562.00	562.00	N	0.00	562.00	0.0%	0.00

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	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
• Variation	750.00	N	0.00	750.00	750.00	N	0.00	750.00	0.0%	0.00
• Provisional Statement	930.00	N	0.00	930.00	930.00	N	0.00	930.00	0.0%	0.00
• Transfer	627.00	N	0.00	627.00	627.00	N	0.00	627.00	0.0%	0.00
• Reinstatement	627.00	N	0.00	627.00	627.00	N	0.00	627.00	0.0%	0.00
<b>ADULT GAMING CENTRE</b>										
• New	1,750.00	N	0.00	1,750.00	1,750.00	N	0.00	1,750.00	0.0%	0.00
• Annual Fee	495.00	N	0.00	495.00	495.00	N	0.00	495.00	0.0%	0.00
• Variation	627.00	N	0.00	627.00	627.00	N	0.00	627.00	0.0%	0.00
• Provisional Statement	627.00	N	0.00	627.00	627.00	N	0.00	627.00	0.0%	0.00
• Transfer	627.00	N	0.00	627.00	627.00	N	0.00	627.00	0.0%	0.00
• Reinstatement	627.00	N	0.00	627.00	627.00	N	0.00	627.00	0.0%	0.00
• Notification of change	50.00	N	0.00	50.00	50.00	N	0.00	50.00	0.0%	0.00
• Sex Shop Licence	380.00	N	0.00	380.00	380.00	N	0.00	380.00	0.0%	0.00
• Sexual entertainment venue	760.00	N	0.00	760.00	760.00	N	0.00	760.00	0.0%	0.00
<b>OTHER LICENCES</b>										
<b>DISTRIBUTION OF FREE PRINTED MATTER</b>										
• Daily Licence	45.00	N	0.00	45.00	45.00	N	0.00	45.00	0.0%	0.00
• Quarterly Licence	220.00	N	0.00	220.00	220.00	N	0.00	220.00	0.0%	0.00
• Yearly Licence	440.00	N	0.00	440.00	440.00	N	0.00	440.00	0.0%	0.00
• Additional Badge	15.00	N	0.00	15.00	15.00	N	0.00	15.00	0.0%	0.00
• Replacement Badge	15.00	N	0.00	15.00	15.00	N	0.00	15.00	0.0%	0.00
<b>HIGHWAYS PERMITS</b>										
<b>Pavement Café Licence</b>										
• Grant	175.00	N	0.00	175.00	175.00	N	0.00	175.00	0.0%	0.00
• Renewal	98.00	N	0.00	98.00	98.00	N	0.00	98.00	0.0%	0.00
• Pavement licence - Business & Planning Act	50.00	N	0.00	50.00	50.00	N	0.00	50.00	0.0%	0.00
• Placing materials on	62.00	N	0.00	62.00	62.00	N	0.00	62.00	0.0%	0.00
<b>PEST CONTROL</b>										
<b>DOMESTIC PREMISES</b>										
• Treatment for public health pests - rats, mice, cockroaches	37.50	Y	7.50	45.00	38.00	Y	7.60	45.60	1.3%	0.50
• Treatment for bed bugs	72.50	Y	14.50	87.00	75.00	Y	15.00	90.00	3.4%	2.50
• Treatment for non-public health pests	62.50	Y	12.50	75.00	65.00	Y	13.00	78.00	4.0%	2.50
• Treatment for wasps nests	47.50	Y	9.50	57.00	48.00	Y	9.60	57.60	1.1%	0.50

DESCRIPTION OF FEES	2020/21 CHARGES				PROPOSED 2021/22 CHARGES				NET VARIANCE FROM PREVIOUS YEAR EXCL. VAT	
	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
• Treatment for squirrels (including the lure of traps and one return visit)	91.67	Y	18.33	110.00	93.00	Y	18.60	111.60	1.5%	1.33
• Treatment for fleas	72.50	Y	14.50	87.00	75.00	Y	15.00	90.00	3.4%	2.50
• Subsequent visits	27.50	Y	5.50	33.00	28.50	Y	5.70	34.20	3.6%	1.00
• Callout charge - no treatment necessary	22.00	Y	4.40	26.40	23.00	Y	4.60	27.60	4.5%	1.00
• Key 7 collection charge	22.00	Y	4.40	26.40	23.00	Y	4.60	27.60	4.5%	1.00
<b>COMMERCIAL PREMISES</b>										
• Treatment for public health pests - rats, mice, cockroaches in privately rented properties	N/A	N/A	N/A	N/A	100.00	Y	20.00	120.00	New Charge	New Charge
<b>BASIC/STARTER CONTRACT</b>										
• Cover for rodents only. Includes 4 x visits per year	225.00	Y	45.00	270.00	235.00	Y	47.00	282.00	4.4%	10.00
<b>INTERMEDIATE CONTRACT</b>										
• Cover is for rodents and includes 6 x visits and 2 free insect treatments (Non food pests & wood boring beetles)	300.00	Y	60.00	360.00	310.00	Y	62.00	372.00	3.3%	10.00
<b>INTERMEDIATE PLUS CONTRACT</b>										
• Cover includes 6 visits per year and covers rodents and 2 insect treatments (Includes all food pests, wasps & bees, but does not include wood boring beetles)	400.00	Y	80.00	480.00	420.00	Y	84.00	504.00	5.0%	20.00
<b>ADVANCED CONTRACT</b>										
• Cover includes rodents and most insects (does not include wood boring beetles). Includes 8 visits per year	525.00	Y	105.00	630.00	550.00	Y	110.00	660.00	4.8%	25.00
<b>ADDITIONAL HOURLY RATES FOR VISITS/TREATMENTS</b>										
• Hourly rate for all treatments	80.00	Y	16.00	96.00	81.00	Y	16.20	97.20	1.3%	1.00
<b>ADDITIONAL OPERATIVE</b>										
• Hourly rate	40.00	Y	8.00	48.00	41.00	Y	8.20	49.20	2.5%	1.00
• Reclamation fee for the recovery of dogs from the Manchester and district home for lost dogs (price fixed by Law)	25.00	N	0.00	25.00	25.00	N	0.00	25.00	0.0%	0.00
• Kennelling and detention costs	45.00	N	0.00	45.00	45.00	N	0.00	45.00	0.0%	0.00

DESCRIPTION OF FEES	2020/21 CHARGES				PROPOSED 2021/22 CHARGES				NET VARIANCE FROM PREVIOUS YEAR EXCL. VAT	
	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
• Kennelling and detention costs - out of hours	55.00	N	0.00	55.00	55.00	N	0.00	55.00	0.0%	0.00
• Admin costs	59.00	N	0.00	59.00	59.00	N	0.00	59.00	0.0%	0.00
• Administrative charge for default work at a maximum of £300	25.0%	N	0.00	25.0%	25.0%	N	0.00	25.0%	0.0%	0.00
• Formal responses to requests for technical information from Insurance companies etc. relative to drainage investigations etc. Per letter	158.10	N	0.00	158.10	158.10	N	0.00	158.10	0.0%	0.00
<b>SECURITY</b>										
<b>PATROLLING AND GUARDING SERVICES</b>										
<b>BUILDING SERVICES</b>										
• Opening of a building (must also be a key holder) (per opening)	22.50	Y	4.50	27.00	23.25	Y	4.65	27.90	3.3%	0.75
<b>CLOSING OF A BUILDING INCLUDING SECURITY SWEEP (MUST ALSO BE A KEY HOLDER) - (PER CLOSING)</b>										
• Small building	28.93	Y	5.79	34.72	29.80	Y	5.96	35.76	3.0%	0.87
• Medium building	61.08	Y	12.22	73.30	62.91	Y	12.58	75.49	3.0%	1.83
• Large building	122.17	Y	24.43	146.60	125.84	Y	25.17	151.01	3.0%	3.67
• Internal postal courier service (includes returning external post to central post room) (per pickup)	11.79	Y	2.36	14.15	12.50	Y	2.50	15.00	6.0%	0.71
• Annual patrolling contract (public/third sector)	2,159.35	Y	431.87	2,591.22	2,224.13	Y	444.83	2,668.96	3.0%	64.78
• Annual patrolling contract (private sector)	2,558.00	Y	511.60	3,069.60	2,634.74	Y	526.95	3,161.69	3.0%	76.74
<b>EMERGENCY BOARDING SERVICES</b>										
• Call out (free when paying for Patrolling Services) (per hour/part thereof)	112.52	Y	22.50	135.02	116.00	Y	23.20	139.20	3.1%	3.48
<b>WINDOW BOARDING</b>										
• Standard window	50.37	Y	10.07	60.44	52.00	Y	10.40	62.40	3.2%	1.63
• Large window	112.52	Y	22.50	135.02	115.00	Y	23.00	138.00	2.2%	2.48
• Steel sheeting (per sheet)	95.38	Y	19.08	114.46	100.00	Y	20.00	120.00	4.8%	4.62
<b>DOOR BOARDING</b>										
• Wooden cover	61.08	Y	12.22	73.30	63.00	Y	12.60	75.60	3.1%	1.92
• Steel door (rental per week)	28.93	Y	5.79	34.72	30.00	Y	6.00	36.00	3.7%	1.07
• Boarded Up Property Inspection (free when paying for patrolling services) (per weekly inspection)	126.45	Y	25.29	151.74	130.00	Y	26.00	156.00	2.8%	3.55

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<b>STATIC SECURITY GUARDING</b>										
<b>SPOT HIRE (&lt;7 DAYS) (PER HOURS)</b>										
• > 28 days notice; > 24 hours per operative	12.25	Y	2.45	14.70	16.75	Y	3.35	20.10	36.7%	4.50
• > 28 days notice; 12-24 hours per operative	12.25	Y	2.45	14.70	16.75	Y	3.35	20.10	36.7%	4.50
• > 28 days notice; 4-12 hours per operative	13.38	Y	2.68	16.06	16.75	Y	3.35	20.10	25.2%	3.37
• > 28 days notice; 0-4 hours per operative	14.50	Y	2.90	17.40	16.75	Y	3.35	20.10	15.5%	2.25
• 7-28 days notice; 24 hours per operative	12.25	Y	2.45	14.70	16.75	Y	3.35	20.10	36.7%	4.50
• 7-28 days notice; 12-24 hours per operative	13.38	Y	2.68	16.06	16.75	Y	3.35	20.10	25.2%	3.37
• 7-28 days notice; 4-12 hours per operative	14.50	Y	2.90	17.40	16.75	Y	3.35	20.10	15.5%	2.25
• 7-28 days notice; 0-4 hours per operative	15.60	Y	3.12	18.72	16.75	Y	3.35	20.10	7.4%	1.15
• 2-7 days notice; > 24 hours per operative	13.38	Y	2.68	16.06	16.75	Y	3.35	20.10	25.2%	3.37
• 2-7 days notice; 12-24 hours per operative	14.50	Y	2.90	17.40	16.75	Y	3.35	20.10	15.5%	2.25
• 2-7 days notice; 4-12 hours per operative	15.60	Y	3.12	18.72	16.75	Y	3.35	20.10	7.4%	1.15
• 2-7 days notice; 0-4 hours per operative	17.83	Y	3.57	21.40	16.75	Y	3.35	20.10	-6.1%	-1.08
• < 48 hours notice; > 24 hours per operative	14.50	Y	2.90	17.40	16.75	Y	3.35	20.10	15.5%	2.25
• < 48 hours notice; 12-24 hours per operative	15.60	Y	3.12	18.72	16.75	Y	3.35	20.10	7.4%	1.15
• < 48 hours notice; 4-12 hours per operative	17.83	Y	3.57	21.40	16.75	Y	3.35	20.10	-6.1%	-1.08
• < 48 hours notice; 0-4 hours per operative	18.93	Y	3.79	22.72	16.75	Y	3.35	20.10	-11.5%	-2.18
<b>CONTRACT HIRE (&gt; 7 DAYS) (PER HOUR)</b>										
• > 366 days; 30-40 hours per week per operative	12.25	Y	2.45	14.70	16.75	Y	3.35	20.10	36.7%	4.50
• > 366 days; 20-30 hours per week per operative	12.25	Y	2.45	14.70	16.75	Y	3.35	20.10	36.7%	4.50
• > 366 days; 8-20 hours per week per operative	13.38	Y	2.68	16.06	16.75	Y	3.35	20.10	25.2%	3.37
• > 366 days; 0-4 hours per week per operative	14.50	Y	2.90	17.40	16.75	Y	3.35	20.10	15.5%	2.25
• 91-365 days; 30-40 hours per week per operative	12.25	Y	2.45	14.70	16.75	Y	3.35	20.10	36.7%	4.50
• 91-365 days; 20-30 hours per week per operative	13.38	Y	2.68	16.06	16.75	Y	3.35	20.10	25.2%	3.37
• 91-365 days; 8-20 hours per week per operative	14.50	Y	2.90	17.40	16.75	Y	3.35	20.10	15.5%	2.25
• 91-365 days; 0-4 hours per week per operative	15.60	Y	3.12	18.72	16.75	Y	3.35	20.10	7.4%	1.15
• 29-90 days; 30-40 hours per week per operative	13.38	Y	2.68	16.06	16.75	Y	3.35	20.10	25.2%	3.37
• 29-90 days; 20-30 hours per week per operative	14.50	Y	2.90	17.40	16.75	Y	3.35	20.10	15.5%	2.25
• 29-90 days; 8-20 hours per week per operative	15.60	Y	3.12	18.72	16.75	Y	3.35	20.10	7.4%	1.15
• 39-90 days; 0-4 hours per week per operative	17.83	Y	3.57	21.40	16.75	Y	3.35	20.10	-6.1%	-1.08
• 0-28 days; 30-40 hours per week per operative	14.50	Y	2.90	17.40	16.75	Y	3.35	20.10	15.5%	2.25
• 0-28 days; 20-30 hours per week per operative	15.60	Y	3.12	18.72	16.75	Y	3.35	20.10	7.4%	1.15
• 0-28 days; 8-20 hours per week per operative	17.83	Y	3.57	21.40	16.75	Y	3.35	20.10	-6.1%	-1.08
• 0-28 days; 0-4 hours per week per operative	18.95	Y	3.79	22.74	16.75	Y	3.35	20.10	-11.6%	-2.20
<b>ADJUSTMENTS ON SPOT/CONTRACT HIRE</b>										
• Permanent Staff Allocation (contract hire per hour)	2.14	Y	0.43	2.57	2.14	Y	0.43	2.57	0.0%	0.00
• Permanent Staff Allocation (spot hire per hour)	7.61	Y	1.52	9.13	7.61	Y	1.52	9.13	0.0%	0.00

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<b>VEHICLE HIRE</b>										
• Response Vehicle (per hour)	11.14	Y	2.23	13.37	11.50	Y	2.30	13.80	3.2%	0.36
• Unmarked Vehicle (per hour)	5.57	Y	1.11	6.68	5.75	Y	1.15	6.90	3.2%	0.18
• Mileage (per mile)	0.64	Y	0.13	0.77	0.70	Y	0.14	0.84	9.4%	0.06
<b>DEISTER POINTS</b>										
• Installation (per point)	39.33	Y	7.87	47.20	39.33	Y	7.87	47.20	0.0%	0.00
• (Hire (per day)	0.33	Y	0.07	0.40	0.33	Y	0.07	0.40	0.0%	0.00
• Attendance Reports (per report)	39.33	Y	7.87	47.20	39.33	Y	7.87	47.20	0.0%	0.00
<b>ANY OTHER ASSISTANCE</b>										
• Per Hour Per Operative	68.86	Y	13.77	82.63	70.00	Y	14.00	84.00	1.7%	1.14
<b>CCTV AND RADIO COMMUNICATION SERVICES</b>										
<b>CCTV SERVICES</b>										
<b>ANNUAL REGISTRATION AND COMPLIANCE AUDIT</b>										
• Static Camera	11.79	Y	2.36	14.15	11.79	Y	2.36	14.15	0.0%	0.00
• ANPR Camera	18.22	Y	3.64	21.86	18.22	Y	3.64	21.86	0.0%	0.00
• PTZ Camera	32.15	Y	6.43	38.58	32.15	Y	6.43	38.58	0.0%	0.00
• Non public space per system	Variable	Y	Variable	Variable	Variable	Y	Variable	Variable		
<b>ANNUAL MAINTENANCE FEE</b>										
• ANPR Camera	180.04	Y	36.01	216.05	180.04	Y	36.01	216.05	0.0%	0.00
• Public Space Camera	721.21	Y	144.24	865.45	721.21	Y	144.24	865.45	0.0%	0.00
• Non public space per system	Variable	Y	Variable	Variable	Variable	Y	Variable	Variable		
<b>PASSIVE MONITORING ON ACTIVATION PER SITE (SEE FEE FOR VISUAL VERIFICATION ABOVE)</b>										
• Active Live Monitoring Only – Public Space without telemetry (per camera per day) (including transmission fees)	1.29	Y	0.26	1.55	1.29	Y	0.26	1.55	0.0%	0.00
• Active Live Monitoring Only – Public Space with telemetry (per camera per day) (including transmission fees)	3.32	Y	0.66	3.98	3.32	Y	0.66	3.98	0.0%	0.00
• Active Live Monitoring and Recording – Public Space without telemetry (per camera per day) (including transmission fees)	3.54	Y	0.71	4.25	3.54	Y	0.71	4.25	0.0%	0.00

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• Active Live Monitoring and Recording – Public Space with telemetry (per camera per day) (including transmission fees)	9.75	Y	1.95	11.70	9.75	Y	1.95	11.70	0.0%	0.00
• Automatic Number Plate Recognition Camera (per camera per day) (including transmission fees and connection to ANPR network) NOTE: The Service does not undertake active live monitoring on private space systems.	8.41	Y	1.68	10.09	8.41	Y	1.68	10.09	0.0%	0.00
<b>CCTV DEVELOPMENT SERVICES</b>										
<b>CCTV ADVICE AND CONSULTANCY</b>										
• Private Sector (per hour)	66.44	Y	13.29	79.73	66.44	Y	13.29	79.73	0.0%	0.00
• Up to 4 Camera System (per camera per annum)	1,678.18	Y	335.64	2,013.82	1,678.18	Y	335.64	2,013.82	0.0%	0.00
• 5-8 Camera System (per annum)	5,913.30	Y	1,182.66	7,095.96	5,913.30	Y	1,182.66	7,095.96	0.0%	0.00
• 9-12 Camera System (per annum)	8,280.54	Y	1,656.11	9,936.65	8,280.54	Y	1,656.11	9,936.65	0.0%	0.00
• 13-19 Camera System (per annum)	10,646.72	Y	2,129.34	12,776.06	10,646.72	Y	2,129.34	12,776.06	0.0%	0.00
• 20 or over Camera System (per annum)	14,193.84	Y	2,838.77	17,032.61	14,193.84	Y	2,838.77	17,032.61	0.0%	0.00
• Non Public Space	Variable	Y	Variable	Variable	Variable	Y	Variable	Variable		
<b>RADIO COMMUNICATIONS EQUIPMENT</b>										
• Radio Equipment and hire fee	27.86	Y	5.57	33.43	15.00	Y	3.00	18.00	-46.2%	-12.86
• Radio Equipment (airtime)	5.36	Y	1.07	6.43	15.00	Y	3.00	18.00	179.9%	9.64
<b>REMOTE SECURITY SERVICES</b>										
• Remote Operation of Traffic Control Barriers (per barrier)	4,372.28	Y	874.46	5,246.74	4,372.28	Y	874.46	5,246.74	0.0%	0.00
• Remote Operation of Visual Display Signage (including Snow Signs) (per sign)	1,858.22	Y	371.64	2,229.86	1,858.22	Y	371.64	2,229.86	0.0%	0.00
<b>CONCIERGE SERVICE</b>										
• Concierge Service per unit (Vetting by tenant)	204.68	Y	40.94	245.62	204.68	Y	40.94	245.62	0.0%	0.00
• Concierge Service per unit (Vetting by Control Room)	410.44	Y	82.09	492.53	410.44	Y	82.09	492.53	0.0%	0.00
<b>EMERGENCY CONTROL CENTRE</b>										
• Provision of Emergency Control Centre, Emergency Response and Command Rooms (per year)	8,241.96	Y	1,648.39	9,890.35	8,241.96	Y	1,648.39	9,890.35	0.0%	0.00

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<b>CCTV, SECURITY AND FIRST RESPONSE SERVICES</b>										
<b>ALARM RECEIVING CENTRE - PROTECTOR PACKAGES</b>										
• GOLD – Including alarm and sound monitoring, alarm response and patrols, primary key holding, Line Guard and visual verification,	4,532.24	Y	906.45	5,438.69	4,668.21	Y	933.64	5,601.85	3.0%	135.97
• SILVER – Including alarm and sound monitoring, alarm response and patrols, secondary key holding and Line Guard.	3,636.25	Y	727.25	4,363.50	3,745.34	Y	749.07	4,494.41	3.0%	109.09
• BRONZE 1 – Including conventional alarm monitoring, alarm response and patrols and secondary key holding.	2,819.00	Y	563.80	3,382.80	2,903.57	Y	580.71	3,484.28	3.0%	84.57
• BRONZE 2 – Including alarm and sound monitoring, alarm response and patrols and primary key holding.	3,423.00	Y	684.60	4,107.60	3,525.69	Y	705.14	4,230.83	3.0%	102.69
<b>ALARM MONITORING</b>										
• Sonitrol Alarm Monitoring	1,400.00	Y	280.00	1,680.00	1,442.00	Y	288.40	1,730.40	3.0%	42.00
• Galaxy Gold Alarm Monitoring	1,066.41	Y	213.28	1,279.69	1,098.40	Y	219.68	1,318.08	3.0%	31.99
• Conventional Alarm Monitoring	810.00	Y	162.00	972.00	834.30	Y	166.86	1,001.16	3.0%	24.30
<b>STAFF HOME ALARM MONITORING</b>										
• Monitoring and Advisor Only	110.00	Y	22.00	132.00	110.00	Y	22.00	132.00	0.0%	0.00
• Monitoring with Police Response	270.00	Y	54.00	324.00	270.00	Y	54.00	324.00	0.0%	0.00
• Monitoring with Police, Fire and Panic Attack Modes	420.00	Y	84.00	504.00	420.00	Y	84.00	504.00	0.0%	0.00
• Line Guard (was Paknet – replaced with a cheaper system)	285.00	Y	57.00	342.00	285.00	Y	57.00	342.00	0.0%	0.00
• Visual Verification	850.00	Y	170.00	1,020.00	850.00	Y	170.00	1,020.00	0.0%	0.00
• Trap Alarm Hire (per week)	28.50	Y	5.70	34.20	28.50	Y	5.70	34.20	0.0%	0.00
<b>SMOKE ALARMS</b>										
• Smoke Alarm not returned or damaged beyond repair	41.00	N	0.00	41.00	41.00	N	0.00	41.00	0.0%	0.00
<b>KEYHOLDING</b>										
• Primary key holder	420.00	Y	84.00	504.00	420.00	Y	84.00	504.00	0.0%	0.00
• Secondary key holder	290.00	Y	58.00	348.00	290.00	Y	58.00	348.00	0.0%	0.00
• Alarm call out if FRS is secondary key holder, but primary key • holder unavailable within 30 minutes	32.50	Y	6.50	39.00	32.50	Y	6.50	39.00	0.0%	0.00

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• Alarm call out if FRS is not a key holder and no key holder is available within 30 minutes. After 30 minutes, charged at spot hire rate for static guard.	60.00	Y	12.00	72.00	60.00	Y	12.00	72.00	0.0%	0.00
• Key cutting (standard key)	5.50	Y	1.10	6.60	5.50	Y	1.10	6.60	0.0%	0.00
• Key cutting (specialist key – including master keys)	22.00	Y	4.40	26.40	22.00	Y	4.40	26.40	0.0%	0.00
<b>KEY SAFE</b>										
• Key Safe - supply and installation (£10 discount if installed at the same time as the helpline)	65.00	N	0.00	65.00	65.00	N	0.00	65.00	0.0%	0.00
• Installation charges - Helpline	40.00	N	0.00	40.00	40.00	N	0.00	40.00	0.0%	0.00
• Base unit and pendant - recharge for equipment lost or not returned or damaged beyond repair	149.00	N	0.00	149.00	149.00	N	0.00	149.00	0.0%	0.00
• Replacement Pendants (lost or damaged)	50.00	N	0.00	50.00	50.00	N	0.00	50.00	0.0%	0.00
<b>LONE WORKER PROTECTION</b>										
• Mobile device set up fee	58.55	Y	11.71	70.26	60.30	Y	12.06	72.36	3.0%	1.75
• GOLD risk device tracking (per month)	34.50	Y	6.90	41.40	35.54	Y	7.11	42.65	3.0%	1.04
• SILVER risk device tracking (per month)	23.00	Y	4.60	27.60	23.69	Y	4.74	28.43	3.0%	0.69
• BRONZE risk device tracking (per month)	12.55	Y	2.51	15.06	12.93	Y	2.59	15.52	3.0%	0.38
<b>FLEET MOT CHARGES</b>										
• MOT of Car	45.00	N	0.00	45.00	45.00	N	0.00	45.00	0.0%	0.00
• MOT of Minibus	55.00	N	0.00	55.00	55.00	N	0.00	55.00	0.0%	0.00
<b>TRADE WASTE</b>										
<b>REFUSE COLLECTION</b>										
• Sacks: 52 sacks (per year)	112.56	N	0.00	112.56	116.00	N	0.00	116.00	3.1%	3.44
• 140 Litre Wheeled Bins (per bin per year)	160.72	N	0.00	160.72	165.00	N	0.00	165.00	2.7%	4.28
• Second And Subsequent Bins (per bin per year)	119.85	N	0.00	119.85	123.00	N	0.00	123.00	2.6%	3.15
• 240 Litre Wheeled Bins (per bin per year)	237.24	N	0.00	237.24	244.00	N	0.00	244.00	2.8%	6.76
• Second And Subsequent Bins (per bin per year)	196.49	N	0.00	196.49	202.00	N	0.00	202.00	2.8%	5.51
• 360 Litre Wheeled Bins (per bin per year)	323.61	N	0.00	323.61	332.00	N	0.00	332.00	2.6%	8.39
• Second And Subsequent Bins (per bin per year)	287.58	N	0.00	287.58	295.00	N	0.00	295.00	2.6%	7.42
• 770 Litre Wheeled Bins (per bin per year)	682.84	N	0.00	682.84	700.00	N	0.00	700.00	2.5%	17.16
• Second And Subsequent Bins (per bin per year)	575.16	N	0.00	575.16	590.00	N	0.00	590.00	2.6%	14.84
• 1100 Litre Wheeled Bins (per bin per year)	878.07	N	0.00	878.07	899.00	N	0.00	899.00	2.4%	20.93
• Second And Subsequent Bins (per bin per year)	772.65	N	0.00	772.65	793.00	N	0.00	793.00	2.6%	20.35
<b>RECYCLING (Trade Waste)</b>										
• 140 Litre Wheeled Bins (per bin per year)	79.81	N	0.00	79.81	81.00	N	0.00	81.00	1.5%	1.19
• Second And Subsequent Bins (per bin per year)	59.50	N	0.00	59.50	61.00	N	0.00	61.00	2.5%	1.50
• 240 Litre Wheeled Bins (per bin per year)	117.84	N	0.00	117.84	120.00	N	0.00	120.00	1.8%	2.16

DESCRIPTION OF FEES	2020/21 CHARGES				PROPOSED 2021/22 CHARGES				NET VARIANCE FROM PREVIOUS YEAR EXCL. VAT	
	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
• Second And Subsequent Bins (per bin per year)	97.56	N	0.00	97.56	100.00	N	0.00	100.00	2.5%	2.44
• 360 Litre Wheeled Bins (per bin per year)	160.62	N	0.00	160.62	164.00	N	0.00	164.00	2.1%	3.38
• Second And Subsequent Bins (per bin per year)	142.89	N	0.00	142.89	146.00	N	0.00	146.00	2.2%	3.11
• 770 Litre Wheeled Bins (per bin per year)	339.28	N	0.00	339.28	347.00	N	0.00	347.00	2.3%	7.72
• Second And Subsequent Bins (per bin per year)	285.63	N	0.00	285.63	292.00	N	0.00	292.00	2.2%	6.37
• 1100 Litre Wheeled Bins (per bin per year)	436.24	N	0.00	436.24	447.00	N	0.00	447.00	2.5%	10.76
• Second And Subsequent Bins (per bin per year)	383.74	N	0.00	383.74	393.00	N	0.00	393.00	2.4%	9.26
<b>DOMESTIC WASTE</b>										
<b>REPLACEMENT BINS</b>										
• New Wheeled Bin 140l (Refuse)	29.75	N	0.00	29.75	30.00	N	0.00	30.00	0.8%	0.25
• New Wheeled Bin 140l (Recycling)	FREE	N	0.00	FREE	FREE	N	0.00	FREE	0.0%	0.00
• New Wheeled Bin 240l (Refuse)	33.05	N	0.00	33.05	34.00	N	0.00	34.00	2.9%	0.95
• New Wheeled Bin 240l (Recycling)	FREE	N	0.00	FREE	FREE	N	0.00	FREE	0.0%	0.00
• New Wheeled Bin 360l (Refuse) Standard	60.29	N	0.00	60.29	61.00	N	0.00	61.00	1.2%	0.71
• New Wheeled Bin 360l (Refuse) Lockable	79.76	N	0.00	79.76	80.00	N	0.00	80.00	0.3%	0.24
• New Wheeled Bin 360l (Recycling) Standard & Lockable	FREE	N	0.00	FREE	FREE	N	0.00	FREE	0.0%	0.00
• New Wheeled Bin 770l (Refuse)	306.58	N	0.00	306.58	314.00	N	0.00	314.00	2.4%	7.42
• New Wheeled Bin 770l (Recycling)	FREE	N	0.00	FREE	FREE	N	0.00	FREE	0.0%	0.00
• New Wheeled Bin 1100l (Refuse)	315.62	N	0.00	315.62	322.00	N	0.00	322.00	2.0%	6.38
• New Wheeled Bin 1100l (Recycling)	FREE	N	0.00	FREE	FREE	N	0.00	FREE	0.0%	0.00
• Reconditioned Wheeled Bin 140l (Refuse)	15.42	N	0.00	15.42	16.00	N	0.00	16.00	3.8%	0.58
• Reconditioned Wheeled Bin 140l (Recycling)	FREE	N	0.00	FREE	FREE	N	0.00	FREE	0.0%	0.00
• Reconditioned Wheeled Bin 240l (Refuse)	19.83	N	0.00	19.83	20.00	N	0.00	20.00	0.9%	0.17
• Reconditioned Wheeled Bin 240l (Recycling)	FREE	N	0.00	FREE	FREE	N	0.00	FREE	0.0%	0.00
• Delivery Charge for all Bin Delivery	FREE	N	0.00	FREE	FREE	N	0.00	FREE	0.0%	0.00
<b>BULKY ITEM COLLECTION</b>										
• Upto 3 bulky items (additional charge for white goods below)	19.00	N	0.00	19.00	19.00	N	0.00	19.00	0.0%	0.00
• Fee per additional bulky item thereafter	6.20	N	0.00	6.20	6.20	N	0.00	6.20	0.0%	0.00
• Additional charge per item (white goods only)	10.00	N	0.00	10.00	10.00	N	0.00	10.00	0.0%	0.00
• One free collection per year for residents on the Council's assist list	FREE	N	0.00	FREE	FREE	N	0.00	FREE	0.0%	0.00
<b>WASTE ADMINISTRATION CHARGES</b>										
• Redelivery of bin after suspension (trade waste)	30.00	N	0.00	30.00	35.00	N	0.00	35.00	16.7%	5.00
• Reducing contract (trade waste)	30.00	N	0.00	30.00	30.00	N	0.00	30.00	0.0%	0.00

Band	Oldham Council (Including Adult Social Care Precept) £	Mayoral Police and Crime Commissioner Precept £	Mayoral General Precept (including Fire Services) £	Saddleworth Parish Precept £	Shaw and Crompton Parish Precept £
A	1,148.62	145.53	60.63	15.67	11.58
B	1,340.06	169.78	70.73	18.28	13.51
C	1,531.50	194.04	80.84	20.89	15.44
D	1,722.94	218.30	90.95	23.51	17.37
E	2,105.81	266.81	111.16	28.73	21.23
F	2,488.69	315.32	131.37	33.95	25.09
G	2,871.56	363.83	151.58	39.18	28.95
H	3,445.88	436.60	181.90	47.02	34.74

**Oldham - Inclusive of Mayoral Precepts**

Band	2020/21 £	2021/22 £
A	1,314.77	1,354.78
B	1,533.90	1,580.57
C	1,753.03	1,806.38
D	1,972.17	2,032.19
E	2,410.42	2,483.78
F	2,848.68	2,935.38
G	3,286.94	3,386.97
H	3,944.34	4,064.38

**Saddleworth Parish Total Council Tax**

Band	2020/21 £	2021/22 £
A	1,329.94	1,370.45
B	1,551.60	1,598.85
C	1,773.26	1,827.27
D	1,994.93	2,055.70
E	2,438.23	2,512.51
F	2,881.55	2,969.33
G	3,324.87	3,426.15
H	3,989.86	4,111.40

**Shaw and Crompton Parish Total Council Tax**

Band	2020/21 £	2021/22 £
A	1,326.01	1,366.36
B	1,547.01	1,594.08
C	1,768.01	1,821.82
D	1,989.03	2,049.56
E	2,431.02	2,505.01
F	2,873.03	2,960.47
G	3,315.04	3,415.92
H	3,978.06	4,099.12

In 2021/22 the Oldham Council element of Council Tax includes a precept to be used for Adult Social Care. The precept per band is highlighted in the table below:

Band	Adult Social Care Precept Element £
A	122.64
B	143.08
C	163.52
D	183.97
E	224.85
F	265.73
G	306.61
H	367.94

## Appendix 9 - Budget Position 2021/22 post Budget Proposals

Estimated revenue position 2021/22	2021/22 £000
<b>Prior Year Net Revenue Budget</b>	<b>292,838</b>
Adjustment for new one off funding in 2020/21	(58,705)
<b>Prior Year Adjusted Net Revenue Budget</b>	<b>234,133</b>
<b>2021/22 Adjustments to the Base Budget</b>	
Adjustment for one off funding in 2020/21 Rough Sleeping Initiative	(37)
Adjustment for one off expenditure in 2020/21 - Creating a Better Place	(750)
Ringfence Flexible Homelessness Support Grant	(194)
Ringfence Homeless Reduction Grant	(164)
Flexible use of Capital Receipts 2020/21	3,750
Flexible use of Capital Receipts 2021/22	(2,000)
<b>Total Adjustments to the Base Budget</b>	<b>605</b>
<b>Revised Base Position</b>	<b>234,738</b>
<b>Additional Expenditure Pressures for 2021/22 and future years</b>	
<b>Expenditure Pressures</b>	
Unachieved budget reductions	2,089
Educational Services	421
Early Payment Scheme	120
Loss of Treasury Management Income	6,850
Covid Legacy - Income reductions / cost pressures	3,000
Covid Legacy - Home to School Transport	741
Covid Legacy - Other	3,996
Investment Fund	2,250
Pay Inflation	833
Contractual and Service Inflation	1,700
Childrens Social Care Growth	1,500
Adult Social Care Pressures demographics	1,500
Development Fund	0
Domestic Abuse Safe Accommodation	578
Housing Benefit Administration	40
Support for Third Party Provider	1,000
Inherent Liabilities	265
Software Licenses	125
Coroners Service	0
Passporting of Adult Social Care Precept (ASCP)	1,844
Revised Parish Precept	9
<b>Total Expenditure Pressures</b>	<b>28,861</b>
<b>Impact of Levies</b>	
GMCA - Waste Disposal Levy	(556)
GMCA - Transport Levy	(17)
GMCA - Transport Statutory Charge	(13)
Contributions to GM-Wide Activities	(44)
Environment Agency Levy	3
<b>Total Impact of Levies</b>	<b>(627)</b>
<b>Budget Reductions</b>	
Proposed Budget Reduction Proposals	(8,793)
<b>Total Budget Reductions</b>	<b>(8,793)</b>
<b>Total Expenditure</b>	<b>254,179</b>

Estimated revenue position 2021/22	2021/22 £000
<b>Funded By:</b>	
<b>Government Grant</b>	
Business Rates Top Up	41,748
Grants in Lieu of Business Rates	10,843
Improved Better Care Fund Grant	10,859
2021/22 Social Care Support Grant	8,947
Lower Tier Services Support Grant	407
Flexible Homelessness Support Grant	0
Homeless Reduction Grant	0
New Homes Bonus Grant	171
Lead Local Flood Authority Grant	0
Local Council Tax Support Grant	3,183
Covid Grant	7,737
Independent Living Fund (ILF) Grant	2,580
Domestic Abuse Safe Accommodation Funding	578
Housing Benefit Administration Grant	818
Council Tax Administration Grant	360
<b>Total Government Grant Funding</b>	<b>88,231</b>
<b>Locally Generated Income</b>	
Retained Business Rates	50,619
Council Tax Income	88,029
Adult Social Care Precept 2016/17	1,593
Adult Social Care Precept 2017/18	1,653
Adult Social Care Precept 2018/19	1,718
Adult Social Care Precept 2019/20	1,787
Adult Social Care Precept 2020/21	1,858
Adult Social Care Precept 2021/22	1,914
Parish Precepts	300
Collection Fund Defecit (20/21)	<b>(353)</b>
<b>Total Locally Generated Income</b>	<b>149,118</b>
<b>Total Funding</b>	<b>237,349</b>
<b>Budget Reduction Requirement</b>	<b>16,830</b>
Collection Fund Deficit – impact of Business Rates Reliefs	25,456
<b>Adjusted Budget Reduction Requirement</b>	<b>42,286</b>
<b>Use of Reserves</b>	
Collection Fund Deficit – Business Rates compensation	<b>(25,456)</b>
Budget Reduction REF-BR1-432	<b>(127)</b>
Specific Reserve - Local Tax Income Guarantee	<b>(1,000)</b>
General Use of Reserves	<b>(15,703)</b>
<b>Total Use of Reserves</b>	<b>(42,286)</b>
<b>Net Gap/Budget Reduction Requirement</b>	<b>0</b>

Indicative Net Revenue Budget Presentation 2021/22

Appendix 10

Portfolio / Directorate Area	2021/22 Original Net Revenue Budget £000	2021/22 Budget Adjustments £000	2021/22 Budget Reductions £000	2021/22 Total Net Revenue Budget £000
<b>Community Services &amp; Adult Social Care</b>				
Community Services & Adult Social Care	62,731	3,945	(2,729)	63,947
	<b>62,731</b>	<b>3,945</b>	<b>(2,729)</b>	<b>63,947</b>
<b>Communities and Reform</b>				
Communications and Research	934	82	0	1,016
HR & Organisational Development	2,538	231	(170)	2,599
Policy	40	0	0	40
Public Health & HLA	23,543	(141)	(356)	23,046
Strategy and Performance	864	88	0	952
Transformation and Reform	903	(903)	0	0
Youth, Leisure & Communities	5,382	1,009	(439)	5,952
	<b>34,204</b>	<b>366</b>	<b>(965)</b>	<b>33,605</b>
<b>Children's Services</b>				
Children's Social Care	34,945	3,220	(552)	37,613
Education, Skills & Early Years	4,884	1,270	(499)	5,655
Preventative Services	3,526	23	(40)	3,509
	<b>43,355</b>	<b>4,513</b>	<b>(1,091)</b>	<b>46,777</b>
<b>Chief Executive</b>				
Chief Executive Management	1,648	20	0	1,668
Executive Office	588	0	0	588
Legal Services	3,275	118	(146)	3,247
	<b>5,511</b>	<b>138</b>	<b>(146)</b>	<b>5,503</b>
<b>People and Place</b>				
Commercial Services	5,518	556	(547)	5,527
Economy	1,624	1,861	(2,156)	1,329
Environmental Services	53,821	(841)	(523)	52,457
	<b>60,963</b>	<b>1,576</b>	<b>(3,226)</b>	<b>59,313</b>
<b>Commissioning</b>				
Commissioning and Procurement	288	120	(99)	309
Finance	8,876	134	(440)	8,570
	<b>9,164</b>	<b>254</b>	<b>(539)</b>	<b>8,879</b>
<b>Capital, Treasury, Corporate and Technical Accounting Budgets</b>				
Capital, Treasury, Corporate and Technical Accounting Budgets	17,895	18,038	(97)	35,836
	<b>17,895</b>	<b>18,038</b>	<b>(97)</b>	<b>35,836</b>
<b>Parish Precepts</b>				
Parish Precepts	310	9	0	319
	<b>310</b>	<b>9</b>	<b>0</b>	<b>319</b>
<b>Net Revenue Expenditure Budget</b>	<b>234,133</b>	<b>28,839</b>	<b>(8,793)</b>	<b>254,179</b>

## Appendix 11 - Summary MTFS Position 2021/22 to 2023/24 post Budget Proposals

Estimated revenue position 2021/22	2021/22 £000	2022/23 £000	2023/24 £000
<b>Prior Year Net Revenue Budget</b>	<b>292,838</b>	<b>237,349</b>	<b>228,888</b>
Adjustment for new one off funding in 2020/21	(58,705)		
<b>Prior Year Adjusted Net Revenue Budget</b>	<b>234,133</b>	<b>237,349</b>	<b>228,888</b>
Total Adjustments to the Base Budget	605	10,475	12,297
<b>Revised Base Position</b>	<b>234,738</b>	<b>247,824</b>	<b>241,185</b>
Total Expenditure Pressures	28,861	12,286	13,805
Total Impact of Levies	(627)	678	691
Total Budget Reductions	(8,793)	0	0
<b>Total Expenditure</b>	<b>254,179</b>	<b>260,788</b>	<b>255,681</b>
Total Government Grant Funding	88,231	76,812	76,732
Total Locally Generated Income	149,118	152,076	157,100
<b>Total Funding</b>	<b>237,349</b>	<b>228,888</b>	<b>233,832</b>
<b>Budget Reduction Requirement</b>	<b>16,830</b>	<b>31,900</b>	<b>21,849</b>
Collection Fund Deficit – impact of Business Rates Reliefs	25,456	0	0
<b>Adjusted Budget Reduction Requirement</b>	<b>42,286</b>	<b>31,900</b>	<b>21,849</b>
<b>Total Use of Reserves</b>	<b>(42,286)</b>	<b>(12,297)</b>	<b>0</b>
<b>Net Gap/Budget Reduction Requirement</b>	<b>0</b>	<b>19,603</b>	<b>21,849</b>
Future Years Budget Reductions		(6,050)	(4,756)
<b>Net Gap/Budget Reduction Requirement</b>	<b>0</b>	<b>13,553</b>	<b>17,093</b>

# PAY POLICY STATEMENT 2021/22

## Introduction & Purpose

1. Under section 112 of the Local Government Act 1972, the Council has the 'power to appoint officers on such reasonable terms and conditions as the Authority thinks fit'. This Pay Policy Statement (the 'Statement') sets out the Council's approach to pay policy in accordance with the requirements of Section 38 to 43 of the Localism Act 2011.
2. The purpose of the Statement is to provide transparency and accountability with regard to the Council's approach to setting the pay of its employees (excluding teaching and other school staff working for the Local Authority under the purview of the School Governing Body) by identifying;
  - the methods by which salaries of employees are determined;
  - the detail and level of remuneration of its most senior staff, i.e. 'chief officers', as defined by the relevant legislation; and
  - the Committee(s) responsible for ensuring the provisions set out in this statement are applied consistently throughout the Council and recommending any amendments to the full Council.

## Publication

3. This statement will be reviewed and prepared for each financial year then approved by full Council, usually by the end of March each year, or at the earliest Council in the financial year for which it applies. It will be published on the Council's website as soon as it is reasonably practical following any amendment and approval. For 2021/22 the approval will be at the Budget Council meeting of 04 March 2021.
4. Alongside this statement will be full details of all senior employees of the Council (excluding teachers and school-based staff) that have a salary over the threshold outlined in the Localism Act 2011 and any associated Codes of Practice, including the Local Government Transparency Code 2015. This Statement is linked to Council's Annual Statement of Accounts where we are required to publish the full-time equivalent salaries which are at least £50,000 per annum. It should be noted that an updated version of the appendices attached to this Statement may be published during 2021/20 to allow for any pay award that is agreed at a national level and therefore, other roles across the organisation may be subject to inclusion at a later stage.

## Other Legislation Relevant To Pay And Remuneration

5. In determining the pay and remuneration for all of its employees, the Council will comply with all relevant employment legislation. This includes legislation such as the Equality Act 2010, inclusive of the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 which specifies Gender Pay Gap Reporting for public bodies with 250 employees or more, Part Time Employment (Prevention of Less Favourable Treatment) Regulations 2000, and where relevant, the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE).
6. The Council is committed to the principles of equal pay for all employees, and to ensure consistency and fairness within its pay structures. Differentials in grades can be objectively justified using analytical job evaluation mechanisms, which determine the relativities between posts according to the requirements, demands, skills and responsibilities of the role.

## Pay Structure

7. The Council uses nationally negotiated pay spines with a defined list of salary points as the basis for its local pay structure. These salary scales determine the salaries of the majority of its non-schools workforce, together with the use of locally determined grades where these do not apply. The current salary scales in use by the Council are available to view on the Council's website.
8. The Council adopts the national pay bargaining arrangements in respect of the establishment and revision of the national pay spines. All other pay related allowances are the subject of either nationally or locally negotiated rates, having been determined from time to time in accordance with collective bargaining machinery.
9. Most staff at Oldham Council are employed under the National Joint Council (NJC) terms and conditions (Green Book) and salaries for job roles are determined by the points score associated with the job role through the appropriate job evaluation scheme. For employees within grades 1 to 10, the NJC Job Evaluation Scheme is used, created specifically for jobs within Local Government. Employees on senior management grades are evaluated through the HAY Scheme, widely used for evaluating senior jobs, in both the private and public sector, nationally and internationally. Single Status, harmonising former officers and former manual workers, was implemented by the Council on 1 January 2011.
10. In determining its grading structure and setting remuneration levels for any posts which fall outside this scope, the Council takes account of the need to ensure value for money in respect of the use of public expenditure, balanced against the need to recruit and retain employees who are able to meet the requirements of providing high quality services to the community, delivered effectively and efficiently and at times when those services are required.
11. New appointments will normally be made at the minimum of the grade for the relevant pay scale, although this can be varied where the successful candidate is

currently on a spinal column point/salary that is higher than minimum of the grade/salary of the job being recruited to. Where this occurs, there is guidance in the Council's Starting Salary Policy to ensure consistency of application across the organisation.

12. From time to time it may be necessary to take account of the external pay levels in the labour market in order to attract and retain employees with particular experience, skills and capability. Where necessary, the Council will ensure the requirement for such is objectively justified by reference to clear and transparent evidence of relevant market comparators and benchmark information, using data sources available from within the Local Government sector and outside, as appropriate.

## Pension Contributions

13. Where employees have exercised their statutory right to membership of the Local Government Pension Scheme, the Council is required to contribute to the scheme representing a percentage of the pensionable remuneration due under the contract of employment for that employee. The rate of contribution is set by Actuaries advising the Greater Manchester Pension Fund and is reviewed on a triennial basis in order to ensure the scheme is appropriately funded. The current triennial period began on 1 April 2020, and rates for employer's contributions can be found in the Actuarial Valuation Reports on the Greater Manchester Pensions Fund (GMPF) website. The employee contribution rates are banded at 5.5% to 12.5%, depending on the level of annual salary.
14. Oldham Council has a flexible retirement scheme which is run in accordance with the Local Government Pension Scheme and Regulation 18 of the Local Government Pension Scheme (Benefits, Membership and Contributions) Regulations 2007 (SI 2007/1166) as amended by the Local Government Pension Scheme (Miscellaneous) Regulations 2012 (SI 2012/1989).
15. There are other pension schemes which are in operation at the Council. There is a separate pension scheme for Teachers and a separate pension scheme for transferred NHS staff that still remain on their existing TUPE terms and conditions.

## Senior Salaries

16. Under the Accounts and Audit Regulations 2015 (Statutory Instrument 2015/234), the Council already publishes the number of employees where their remuneration was at least £50,000 over the year, in brackets of £5,000. In line with the Local Government Transparency Code 2015, Table 1 states for Directors and above; their grade, type of contract, salary, allowances, services directed and the approximate number of staff they are responsible for. An overview of budget responsibilities can be found in the Council's 'Budget Book', which is published on its website.

17. For other senior managers covered in the scope of this Pay Policy Statement, Table 1 gives details of their pay in brackets of £5,000, grade, services managed and their contract type. Chart 1 shows the organisational chart of the job roles set out in Table 1, which are linked using common job titles.

## Chief Officer Remuneration

18. For the purposes of this statement, senior management means 'chief officers' as defined within the Localism Act. This includes the Chief Executive, as Head of Paid Service, the Deputy Chief Executive, statutory chief officers, plus chief officers reporting directly to the Chief Executive.
19. It is the policy of the Council to establish a salary for each chief officer post that is sufficient to attract and retain an employee with the appropriate knowledge, experience, skills and abilities that are needed, at that time, by the Council.
20. The arrangements and factors considered in determining, where appropriate, an individual's progression through the relevant grade pay scale are set out at the time of appointment, with the individual 'chief officer'. The level of remuneration does not vary depending on the achievement of defined targets, although progression through the incremental scale of the relevant grade is subject to satisfactory performance, which is assessed on an annual basis. Oldham Council does not pay bonus payments.
21. To meet specific operational requirements, it may be necessary for an individual chief officer to temporarily take on additional duties to their identified role. The Council authorises such additional payments which may be relevant to those duties through the Selection Committee, or other constitutionally approved mechanism.
22. Some chief officer posts carry additional payments. These additional payments are supplementary to basic salary and may represent a contractual obligation. The amounts and types of additional payments are shown in Table 1.
23. The Chief Executive's salary does include payment for local election duties and no additional remuneration is made for those duties. Separate payments are received for any returning officer duties arising from parliamentary elections, regional elections and referendums. It should be noted that payments for such elections are not funded by the Council.
24. The Chief Executive is employed on JNC Chief Executive terms and conditions with the overall salary comprising a contribution from the Oldham NHS CCG in fulfilling the role of Accountable Officer. Other chief officers are employed on JNC Chief Officer terms and conditions, as are other senior management posts within the Council. These conditions of service have national collective bargaining to determine their pay rise for the cost of living, which is applied when awarded.

## Recruitment Of Chief Officers

25. The Council's procedure with regard to the recruitment of chief officers is outlined within Part 4, Officer Employment Procedure Rules within the Council's Constitution and is undertaken by a Selection Committee, or other constitutionally approved mechanism. There is a copy of the Council's Constitution on the Council's website to view for further details.
26. When recruiting to all posts, the Council will take full and proper account of all provisions of relevant employment and equality law and its own Recruitment and Redeployment Policies.
27. When recruiting to a chief officer vacancy the Council may engage a recruitment agency to provide external objectivity to the process. In that event, the agency may be used to: determine the market rate for the role, in the market quartile the Council is seeking to compete in at that time; generate interest in the role from potential applicants from inside and outside the sector; conduct the long listing exercise; co-ordinate any personality assessment, group and technical exercises; conduct the short listing exercise with members of the Selection Committee, or other constitutionally approved mechanism, and facilitate the interview sessions, providing a technical advisor to the interview panel when necessary.
28. The selection of a chief officer is made by a panel of Elected Members operating as the Selection Committee, or other constitutionally approved mechanism, and has delegated authority to appoint through the Council's Scheme of Delegation. The only exception to this is the appointment of the Chief Executive (Head of Paid Service) whose appointment must be recommended to and approved by full Council. The Selection Committee, or other constitutionally approved mechanism, is supported by the line manager of the post being recruited to and by the Director of Workforce & Organisational Design (Council & CCG) as the technical adviser in all matters relating to recruitment.
29. Full Council will consider the case for any salary in excess of £100,000, prior to any appointment to the 'chief officer' posts to which it relates. The salary package will be defined as basic salary, any performance related pay, fees, routinely payable allowances and benefits in kind, that are due under the contract.
30. Where the Council is unable to recruit chief officers, or there is a need for interim support to provide cover for a substantive chief officer post, the Council may, where necessary, consider engaging individuals under a 'contract for service' rather than making a temporary appointment. These individuals will be sourced through a relevant procurement process ensuring the Council is able to demonstrate the maximum value for money in securing the relevant service. In assessing such it should be noted that in respect of such engagements the Council will be fully compliant with the 'off payroll' working rules and will only engage such workers where an arrangement is in place to deduct tax and national insurance contributions in line with 'off payroll' working rules. The contractual arrangements for each of our chief officers are highlighted within Table 1.

## Payments On Termination

31. The Council's approach to statutory and discretionary payments on termination of employment of chief officers and its other employees, prior to reaching normal retirement age, and is covered within the Redundancy Policy, in accordance with regulations 5 and 6 of the Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations 2006 and Regulation 12 of the Local Government Pension Scheme (Benefits, Membership and Contribution) Regulations 2007. This excludes teachers where there are different pension arrangements. The Council's current Redundancy Policy is available to view on the Council's website.
32. Any payments falling outside these provisions or the relevant periods of notice within the contract of employment shall be subject to a rigorous risk assessment, as they would be for any member of staff within the Council, and a formal decision will be made by the Director of Workforce and Organisational Design (Council & CCG) and the Director of Legal Services of the Council. The Council is fully compliant on regulations and frameworks regarding exit payments, which ensures a fair and appropriate level of compensation is provided for employees who are required to leave public sector jobs. Payments on termination in relation to a severance package that would exceed £100,000 are subject to approval of full Council.

## Lowest Paid Employees

33. Oldham Council is committed to tackling positively the socio-economic and health inequalities associated with low pay. The Council has chosen to pay the Living Wage since April 2015 and has recently been accredited as a Living Wage Employer by the Living Wage Foundation. Increases in the Foundation Living Wage are announced each November, in line with the latest research, and the Council implements the rise in its minimum hourly rate (if required) within six months.
34. Full time hours at Oldham Council are 36 hours and 40 minutes per week for employees on NJC terms and conditions.
35. The relationship between the rate of pay for the lowest paid and the Chief Executive is determined by the processes used for determining pay and grading structures, as set out earlier in this policy statement. The Council runs a successful apprenticeship and paid traineeship programme, offering opportunities in a number of different careers across the Council, and these roles are not considered to be within the definition of the 'lowest paid' employees. This relationship is expressed as a ratio in Table 2, which also shows the multiple between the median full-time equivalent earnings and the earnings of the Chief Executive. Oldham Council has a commitment that the ratio between its highest earner, the Chief Executive, and those who are the lowest paid, will not exceed 1:11.

## Accountability And Decision Making

36. In accordance with the constitution of the Council, the Selection Committee, or other constitutionally approved mechanism, is responsible for decision making in relation to the recruitment, pay, terms and conditions and severance arrangements in relation to chief officers. Accountability and decision making for all other employees of the Council is the responsibility of the Chief Executive, Deputy Chief Executive, Strategic and Managing Directors and Director of Workforce and Organisational Design as set out in the Council's Scheme of Delegation.

## Re-Employment / Re-Engagement Of Former Employees

37. Oldham Council has an obligation to ensure that it is managing public monies responsibly against any requirements to achieve savings and reductions in posts through voluntary or compulsory redundancy, efficiency release or employer consent retirement which results in a cost to the Council.
38. The Council will not re-engage ex-employees who have left their prime employment with the Council on the grounds of voluntary or compulsory redundancy, efficiency release or employer consent retirement (where there is a cost to the Council) for a period of 12 months with effect from the date of leaving. This policy does not cover those employees who access their pension via the Council's Flexible Retirement Scheme, as those employees remain employed by the Council, or to employees who early retire where there is no cost to the Council.

**Table 1 - Senior Management Remuneration**

Executive Management Team						2020/21
Job Title	Grade	Salary Range	Contract Type	Additional Payments	Responsibilities:	No. of Employees
Chief Executive, Oldham Council and Accountable Officer (NHS Oldham CCG)  <i>Note: 50% of this post is funded by NHS Oldham CCG</i>	Chief Executive	£185,169	Permanent	–	Executive direction for the Council to achieve its co-operative vision through: <ul style="list-style-type: none"> <li>▪ Accountable for the overall performance of the Council and the Council's net revenue budget</li> <li>▪ Head of Paid Service</li> <li>▪ Returning Officer for the Elections</li> </ul>	2,637
Deputy Chief Executive  <i>Note: 20% of this post is funded by Unity Partnership Ltd</i>	Deputy Chief Executive	£130,000 - £140,000	Permanent	–	Executive direction for the following services: <ul style="list-style-type: none"> <li>▪ Environmental Management</li> <li>▪ Economy</li> <li>▪ Regeneration</li> <li>▪ Interim Managing Director for Unity Partnership Ltd</li> </ul>	1,079
Strategic Director of Communities & Reform	Chief Officer	£122,000 - £130,000	Permanent	–	Executive direction for the following services: <ul style="list-style-type: none"> <li>▪ Transformation, Human Resources &amp; Organisational Development</li> <li>▪ Public Health</li> <li>▪ Communities, Youth &amp; Leisure Services</li> <li>▪ Libraries, Heritage &amp; Arts</li> <li>▪ Strategy, Communications, Policy &amp; Performance</li> </ul>	382
Managing Director for Children and Young People (DCS)	Chief Officer	£120,000 - £130,000	Permanent	–	Executive direction for the following services: <ul style="list-style-type: none"> <li>▪ Statutory Officer for Children's Services (DCS)</li> <li>▪ Children's social services &amp; Early Help</li> <li>▪ Education &amp; Early Years, plus Employment &amp; Skills</li> </ul>	772
Managing Director for Community Health & Adult Social Care (DASS)  <i>Note: 50% of this post is funded by the Northern Care Alliance NHS Group</i>	Chief Officer	£110,000 - £130,000	Permanent	–	Executive direction for the following services: <ul style="list-style-type: none"> <li>▪ Statutory Officer for Adult Social Care (DASS)</li> <li>▪ Community health and social care services including specialist services, i.e. Learning Disabilities &amp; Mental Health</li> <li>▪ Integrated Commissioning of Adult Social Care (Joint responsibility)</li> <li>▪ Community Business Services</li> </ul>	241

# Executive Management Team

2020/21

Job Title	Grade	Salary Range	Contract Type	Additional Payments	Responsibilities:	No. of Employees
Strategic Director Joint Commissioning / Chief Operating Officer (CCG)  <i>Note: 50% of this post is funded by NHS Oldham CCG</i>	NHS	£127,500	Permanent	–	Executive direction for the following services: <ul style="list-style-type: none"> <li>▪ Corporate Finance, Corporate Financial Planning &amp; Corporate Financial Management</li> <li>▪ Corporate Governance &amp; Procurement</li> <li>▪ Integrated Commissioning of Adult Social Care (Joint responsibility)</li> </ul>	100

Senior Managers							2020/21
Directorate	Job Title	Grade	Salary Range	Contract Type	Additional Payments	Responsibilities:	No. of Employees
Chief Executive	Director of Legal Services	Director	£101,205	Permanent	-	Executive direction for the following services: <ul style="list-style-type: none"> <li>Legal Service</li> <li>Statutory Monitoring Officer</li> <li>Constitutional &amp; Democratic Services</li> <li>Registrars</li> <li>Elections &amp; Member Services</li> </ul>	51
People & Place	Director of Environmental Management	Director	£84,658 - £93,411	Permanent & Part-time	£4,129 Additional Hours	Strategic direction for the following services: <ul style="list-style-type: none"> <li>Waste, Fleet &amp; Highways Operation</li> <li>Street Scene &amp; Parks</li> <li>Strategic Transportation, Highways (Unity Client) &amp; Street Lighting (Client)</li> <li>Public Protection &amp; Building Control</li> </ul>	439
People & Place	Director of Economy	Director	£84,658 - £93,411	Permanent	-	Strategic direction for the following services: <ul style="list-style-type: none"> <li>Physical regeneration development (including Joint Ventures &amp; Education Capital Programme)</li> <li>Asset management (Client)</li> <li>Corporate Landlord (including Facilities Management) &amp; Car Parking</li> <li>Catering &amp; Cleaning</li> <li>Strategic Housing, Development &amp; Homelessness</li> <li>Strategic Planning &amp; Development Control</li> </ul>	637
Communities and Reform	Director of Public Health	Director	£84,658 - £94,235	Permanent	-	Holds the Statutory role for the Director of Public Health, plus: <ul style="list-style-type: none"> <li>Youth, Leisure, Sports Development &amp; Communities</li> <li>Heritage, Libraries &amp; Arts</li> </ul>	266
Communities and Reform	Director of Workforce & Organisational Design (Council & CCG)	Director	£102,750	Permanent	-	Strategic direction for the following services: <ul style="list-style-type: none"> <li>Workforce Strategy</li> <li>Transformation and Reserve</li> <li>Unity Client for Human Resource Services</li> <li>Organisational Development and Design</li> </ul>	64
Communities and Reform	Assistant Director for Communications, Strategy & Performance	Asst. Director	£72,983 - £81,738	Permanent	-	Management direction for the following services: <ul style="list-style-type: none"> <li>Communications &amp; Research</li> <li>Strategy and Performance</li> </ul>	52

Senior Managers							2020/21
Directorate	Job Title	Grade	Salary Range	Contract Type	Additional Payments	Responsibilities:	No. of Employees
Children and Young People	Director of Education, Skills & Early Years	Director	£84,658 - £93,411	Permanent	-	Strategic direction for the following services: <ul style="list-style-type: none"> <li>Education Improvement</li> <li>Inclusion</li> <li>SEND &amp; SEN Support</li> <li>Employment &amp; Skills</li> <li>Education Provision - Post 16</li> <li>Post 16 &amp; Business Development</li> </ul>	344
Children and Young People	Director of Children's Social Care	Director	£96,585	Permanent	-	Strategic direction for the following services: <ul style="list-style-type: none"> <li>Early Help &amp; Family Connect</li> <li>Children's Social Care Management</li> <li>Children's Commissioning</li> <li>Children's Safeguarding</li> </ul>	428
Community Health & Adult Social Care	Deputy Managing Director - Community Health & Adult Social Care	Asst. Director	£72,983 - £81,738	Permanent	-	Strategic direction for the following services: <ul style="list-style-type: none"> <li>Adult Social Care</li> <li>Learning Disabilities &amp; Mental Health</li> <li>Strategic Safeguarding</li> </ul>	158
Community Health & Adult Social Care	Interim Assistant Director for Joint Commissioning	Asst. Director	£72,983 - £81,738	Acting	-	Management direction for the following services: <ul style="list-style-type: none"> <li>Joint commissioning</li> <li>Develop comprehensive range of evidence based services commissioned with available resource</li> </ul>	16
Legal Services	Assistant Borough Solicitor	Asst. Director	£72,983 - £81,738	Permanent	£5,000 Honorarium for Greater Manchester Combined Authority responsibilities	Management direction for the following services: <ul style="list-style-type: none"> <li>Policy Legal team</li> <li>Community Legal team</li> <li>Environment Legal team</li> <li>Family Legal team</li> </ul>	33
Commissioning	Director of Finance	Director	£101,205	Permanent	-	Holds the Statutory role for the Chief Finance and Section 151 Officer and Strategic direction for the following services: <ul style="list-style-type: none"> <li>Financial Planning &amp; Financial Management</li> <li>Traded service for Schools Budget Support</li> <li>Internal Audit, Fraud, Risk Management &amp; Insurance</li> <li>Corporate Complaints</li> <li>Information Governance</li> <li>Client function for Unity Exchequer Services</li> <li>Welfare Rights</li> </ul>	94

# Senior Managers

2020/21

Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
Chief Executive	Executive Office	Head of Executive Services and Special Projects (Council and NHS Oldham CCG)	SM1	£60,001 - £65,000	Permanent	-	Management direction of: - Executive Office / Executive Support - Corporate Affairs and support (CCG) - Special Projects and Corporate Priorities
People & Place	Environmental Management	Head of Public Protection	SM1	£65,001 - £70,000	Permanent	£500 - Car Allowance £1,313 - Standby	Management direction for the following services: ▪ Environmental Health ▪ Health & Safety ▪ Trading Standards ▪ Licencing ▪ Building Control
People & Place	Environmental Management	Environmental Health Manager	SM2	£50,001 - £55,000	Permanent	£500 - Car Allowance £4,913 - Standby £3,898 - Additional Hours	Operational direction for the following services: ▪ Environmental Health ▪ Health & Safety
People & Place	Environmental Management	Trading Standards & Licencing Manager	SM3	£50,001 - £55,000	Permanent	£500 - Car Allowance £2,539 - Unsocial Hours Banding £750 - Standby	Operational direction for the following services: ▪ Trading Standards ▪ Licencing ▪ Animal welfare
People & Place	Environmental Management	Response Services Manager	SM3	£50,001 - £55,000	Permanent	£500 - Car Allowance £3,025 - Standby £80 - Plain time	Operational direction for the following services: ▪ First Response Security Services & CCTV ▪ Emergency Planning ▪ Pest Control & Dog Wardens ▪ Home Improvement Equity Loan Scheme
People & Place	Environmental Management	Principal Building Control Manager	SM3	£50,001 - £55,000	Permanent	£500 - Car Allowance	Operational direction for the following services: ▪ Building Regulations ▪ Dangerous Buildings

# Senior Managers

2020/21

Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
People & Place	Environmental Management	Head of Operational Services	SM1	£65,001 - £70,000	Permanent	£500 - Car Allowance	Management direction for the following services: <ul style="list-style-type: none"> <li>Waste management services including trade waste &amp; recycling</li> <li>Highways operations</li> <li>Fleet management</li> <li>Strategic Transport Policy</li> <li>Delivery of contracts for the Greater Manchester Combined Authority</li> </ul>
People & Place	Environmental Management	Principal Transport & Highways Policy Officer	SM3	£50,001 - £55,000	Permanent	-	Operational direction for the following services: <ul style="list-style-type: none"> <li>Highways and Transport policy and strategy, including public transport</li> <li>Manage the highways client function</li> </ul>
People & Place	Environmental Management	Joint Authority Streetlighting PFI Project Manager	SM3	£50,001 - £55,000	Permanent	£500 - Car Allowance	Operational direction for the following services: <ul style="list-style-type: none"> <li>Project management of the streetlighting PFI contract for both Oldham and Rochdale local authorities</li> </ul>
People & Place	Environmental Management	Head of Environmental Services	SM1	£65,001 - £70,000	Permanent	£500 - Car Allowance £300 - Standby	Management direction for the following services: <ul style="list-style-type: none"> <li>Parks and open spaces</li> <li>Street Cleansing</li> <li>Countryside Service</li> <li>Cemeteries and crematorium</li> </ul>
People & Place	Economy	Head of Planning & Development Control	SM1	£60,001 - £65,000	Interim	-	Management direction for the following services: <ul style="list-style-type: none"> <li>Planning applications &amp; development control</li> <li>Enforce planning contraventions</li> <li>Strategic Planning</li> </ul>
People & Place	Economy	Principal Highways Engineer (Planning)	SM3	£50,001 - £55,000	Permanent	£500 - Car Allowance	Assesses highways implications of planning applications and provides appropriate comments, plus co-ordinates highways engineering input into the preparation of planning briefs.
People & Place	Economy	Development Management Team Leader	SM3	£50,001 - £55,000	Permanent	£500 - Car Allowance	Operational direction for the following services: <ul style="list-style-type: none"> <li>Provision of technical input and advice to support the council's planning and development control obligations</li> </ul>

# Senior Managers

2020/21

Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
People & Place	Economy	Principal Planning Officer (Strategy)	SM3	£50,001 - £55,000	Permanent	-	Operational direction for the following services: <ul style="list-style-type: none"> <li>Provision of technical input and advice to support the council's strategic planning obligations</li> </ul>
People & Place	Economy	Head of Strategic Asset Management & Facilities Management	SM1	£65,001 - £70,000	Permanent	£500 - Car Allowance	Management direction for the following services: <ul style="list-style-type: none"> <li>Leading on "One Public Estate" work on behalf of the Council</li> <li>Client Manager for Unity Partnership Ltd function including Corporate Landlord</li> <li>Facilities Management, Cleaning, Catering &amp; Car Parking</li> </ul>
People & Place	Economy	Catering Manager	SM3	£50,001 - £55,000	Permanent	£500 - Car Allowance	Operational direction for the following services: <ul style="list-style-type: none"> <li>The traded service of School Meals across the Borough as a viable, commercial business</li> </ul>
People & Place	Economy	Head of Strategic Regeneration & Development	SM1	£65,001 - £70,000	Permanent	£500 - Car Allowance	Management direction for the following services: <ul style="list-style-type: none"> <li>Delivery of key projects identified within the Council's capital programme</li> <li>Delivery of major high quality regeneration projects, covering both the Town Centre and the Borough of Oldham</li> </ul>
People & Place	Economy	Team Leader: Capital Projects	SM2	£50,001 - £55,000	Permanent	£500 - Car Allowance	Operational direction for the following services: <ul style="list-style-type: none"> <li>Managing the Capital Projects team</li> <li>Assisting in the development of the Council's regeneration strategies and managing their implementation through the delivery of a programme of physical regeneration projects</li> </ul>
People & Place	Economy	Team Leader: Town Centre Masterplan	SM2	£50,001 - £55,000	Permanent	-	Operational direction for the following services: <ul style="list-style-type: none"> <li>Managing the Town Centre Regeneration team</li> <li>Assisting in the development of the Council's regeneration strategies and managing their implementation through the delivery of a programme of physical regeneration projects</li> </ul>

# Senior Managers

2020/21

Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
People & Place	Economy	Principal Regeneration Surveyor	SM3	£50,001 - £55,000	Permanent	-	Provision of specialist property and valuation advice, plus undertake detailed valuations of land and property for development projects, acquisitions and disposals, in addition to managing regeneration projects.
People & Place	Economy	Principal Regeneration Officer	SM3	£50,001 - £55,000	Permanent	£500 - Car Allowance	Implementing the council's regeneration strategy through delivering a programme of physical regeneration projects, undertaking end to end programme management, including project plans, consultation and budget management.
People & Place	Economy	Capital Programmes & Special Projects Manager	SM3	£50,001 - £55,000	Permanent	-	Responsibility for project management of the council's capital investment programme; monitoring milestones, management of budgets and risk, and that outputs are being delivered effectively, plus giving advice to the Capital Investment Partnership Board.
People & Place	Economy	Town Centre & Markets Manager	SM3	£50,001 - £55,000	Permanent	£2,539 - Unsocial Hours Banding	Develop and deliver the strategy for the town centre and Oldham markets from both an operational and commercial excellence perspective to contribute towards the economic prosperity of the Borough.
People & Place	Economy	Head of Housing & Property Partnerships	SM1	£60,001 - £65,000	Permanent	£500 - Car Allowance	Management direction for the following services: <ul style="list-style-type: none"> <li>▪ Delivery of successful private sector development &amp; other physical investment in the Borough</li> <li>▪ Leading on appraisals for major property development, obtain property evaluations and advise on all property matters in connection to the Council's physical regeneration programme</li> </ul>
People & Place	Economy	Team Leader: Housing Strategy	SM2	£50,001 - £55,000	Permanent	-	Operational direction for the following services: <ul style="list-style-type: none"> <li>▪ Managing the Strategic Housing team</li> <li>▪ Assisting to development the Council's housing strategies and managing their implementation through the delivery of a variety of programmes, contracts and initiatives</li> </ul>

# Senior Managers

2020/21

Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
People & Place	Economy	Principal Surveyor - Regeneration	SM3	£50,001 - £55,000	Permanent	£500 - Car Allowance	Provision of specialist property and valuation advice, plus undertake detailed valuations of land and property for development projects, acquisitions and disposals, in addition to managing regeneration projects.
People & Place	Economy	Principal Regeneration Officer	SM3	£50,001 - £55,000	Permanent	£500 - Car Allowance	Implementing the council's regeneration strategy through delivering a programme of physical regeneration projects, undertaking end to end programme management, including project plans, consultation and budget management.
Communities and Reform	Public Health	Head of Covid-19 Test & Trace	SM1	£60,001 - £65,000	Fixed Term	-	Responsible for the design and implementation of the local testing strategy for Covid-19 and the Borough's contact tracing arrangements. Managing the consequences of local outbreaks in complex settings and amongst vulnerable populations, linking in with the national track and trace programme
Communities and Reform	Public Health	Consultant in Public Health	Asst. Director	£80,001 - £85,000 Actual Salary £40,869	Fixed Term	-	Management direction for the following services: <ul style="list-style-type: none"> <li>Provision of expert public health advice and leadership</li> <li>Developing and utilising information and intelligence systems to underpin public health action across Oldham</li> <li>Development and delivery of national, regional and local policies, and interdisciplinary strategic plans and programmes</li> </ul>
Communities and Reform	Public Health	Public Health Specialist - Primary Care, Community Services, Respiratory	SM2	£50,001 - £55,000	Permanent	-	Management of the following areas: <ul style="list-style-type: none"> <li>Plan, design and lead the development and delivery of public health programmes of work</li> <li>Public health promotion</li> <li>Manage a significant portfolio of commissioned services, setting budgets and ensuring value for public money</li> </ul>

# Senior Managers

2020/21

Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
Communities and Reform	Public Health	Public Health Specialist - Vascular	SM2	£50,001 - £55,000 Actual salary £49,247	Permanent	-	Management of the following areas: <ul style="list-style-type: none"> <li>Plan, design and lead the development and delivery of public health programmes of work</li> <li>Public health promotion</li> <li>Manage a significant portfolio of commissioned services, setting budgets and ensuring value for public money</li> </ul>
Communities and Reform	Public Health	Senior Nurse - Health Protection	SM2	£50,001 - £55,000	Permanent	£500 - Car Allowance	Contributing to the development and effective implementation of robust plans for health protection within Oldham, act as the lead source of information for: Health Protection issues, infection control, communicable disease, non-communicable environmental hazards and screening & immunisation
Communities and Reform	Public Health	Consultant in Public Health (Healthcare & Public Health)	Asst. Director	£80,001 - £85,000	Permanent	-	Management direction for the following services: <ul style="list-style-type: none"> <li>Provision of expert public health advice and leadership</li> <li>Developing and utilising information and intelligence systems to underpin public health action across Oldham</li> <li>Development and delivery of national, regional and local policies, and interdisciplinary strategic plans and programmes</li> </ul>
Communities and Reform	Public Health	Consultant in Public Health (Health & Wellbeing)	Asst. Director	£70,001 - £75,000	Vacant	-	Management direction for the following services: <ul style="list-style-type: none"> <li>Provision of expert public health advice and leadership</li> <li>Developing and utilising information and intelligence systems to underpin public health action across Oldham</li> <li>Development and delivery of national, regional and local policies, and interdisciplinary strategic plans and programmes</li> </ul>

# Senior Managers

2020/21

Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
Communities and Reform	Public Health	Public Health Specialist - Primary Care, Community Services, Respiratory	SM2	£50,001 - £55,000	Permanent	-	<p>Management of the following areas:</p> <ul style="list-style-type: none"> <li>▪ Plan, design and lead the development and delivery of public health programmes of work</li> <li>▪ Public health promotion</li> <li>▪ Manage a significant portfolio of commissioned services, setting budgets and ensuring value for public money</li> </ul>
Communities and Reform	Public Health	Assistant Director for Youth, Leisure & Communities	Asst. Director	£75,001 - £80,000	Permanent	-	<p>Management direction for the following services:</p> <ul style="list-style-type: none"> <li>▪ Youth Services</li> <li>▪ Sports Development and Coaching</li> <li>▪ Outdoor Education</li> <li>▪ Study Support</li> <li>▪ Stronger Communities &amp; Community Cohesion</li> <li>▪ Community Safety</li> <li>▪ District Partnerships</li> </ul>
Communities and Reform	Public Health	Study Support Manager	Soulbury	£50,001 - £55,000	Permanent	£500 - Car Allowance	<p>Management direction for creative, innovative and bespoke outreach education programmes at Laticzone. Contributing to raising aspirations and standards in both attainment and personal/social achievement</p>
Communities and Reform	Public Health	Head of Violence Reduction	SM2	£50,001 - £55,000	Seconded	£500 - Car Allowance £650 - Standby	<p>Leading on the development and introduction of a strategic model for partnership responses to serious violence and the community safety element of complex and contextual safeguarding</p>
Communities and Reform	Public Health	Assistant Head of Youth and Leisure	SM3	£50,001 - £55,000	Permanent	£500 - Car Allowance	<p>Operational direction for the following services:</p> <ul style="list-style-type: none"> <li>▪ Sports development service</li> <li>▪ Running programmes for schools to encourage healthy lifestyles and provide positive opportunities for young people to be more physically active in their everyday life</li> </ul>

# Senior Managers

2020/21

Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
Communities and Reform	Public Health	Youth Service Manager	SM3	£50,001 - £55,000	Permanent	-	Operational direction for the following services: <ul style="list-style-type: none"> <li>▪ Youth service</li> <li>▪ Providing opportunities for young people to be actively engaged in decision making through forums such as the Oldham Youth Council, Children in Care Council and Barrier Breakers Group</li> </ul>
Communities and Reform	Public Health	Stronger Communities Manager	SM3	£50,001 - £55,000	Permanent	£800 - Standby	Operational direction for the following services: <ul style="list-style-type: none"> <li>▪ Stronger Communities team</li> <li>▪ Leading on workstreams relating to community cohesion, working with emerging communities, commissioning third sector infrastructure support and maintaining strong working relationships with key third sector organisations.</li> </ul>
Communities and Reform	Public Health	District Co-ordinator	SM3	£50,001 - £55,000	Permanent	£450 - Standby	Operational direction for the following services: <ul style="list-style-type: none"> <li>▪ Support for Elected Members in their role to be effective local leaders</li> <li>▪ Services that have been devolved to the district level</li> <li>▪ Collaboration and partnership development with public and private sector providers including Parish Councils, local businesses, social enterprises, community and voluntary sector organisations</li> </ul>
Communities and Reform	Public Health	District Co-ordinator	SM3	£50,001 - £55,000	Permanent	£450 - Standby	Operational direction for the following services: <ul style="list-style-type: none"> <li>▪ Support for Elected Members in their role to be effective local leaders</li> <li>▪ Services that have been devolved to the district level</li> <li>▪ Collaboration and partnership development with public and private sector providers including Parish Councils, local businesses, social enterprises, community and voluntary sector organisations</li> </ul>

# Senior Managers

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Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
Communities and Reform	Public Health	District Co-ordinator	SM3	£50,001 - £55,000	Permanent	-	Operational direction for the following services: <ul style="list-style-type: none"> <li>Support for Elected Members in their role to be effective local leaders</li> <li>Services that have been devolved to the district level</li> <li>Collaboration and partnership development with public and private sector providers including Parish Councils, local businesses, social enterprises, community and voluntary sector organisations</li> </ul>
Communities and Reform	Public Health	District Co-ordinator	SM3	£50,001 - £55,000	Permanent	£450 - Standby	Operational direction for the following services: <ul style="list-style-type: none"> <li>Support for Elected Members in their role to be effective local leaders</li> <li>Services that have been devolved to the district level</li> <li>Collaboration and partnership development with public and private sector providers including Parish Councils, local businesses, social enterprises, community and voluntary sector organisations</li> </ul>
Communities and Reform	Public Health	District Co-ordinator	SM3	£50,001 - £55,000	Permanent	£450 - Standby	Operational direction for the following services: <ul style="list-style-type: none"> <li>Support for Elected Members in their role to be effective local leaders</li> <li>Services that have been devolved to the district level</li> <li>Collaboration and partnership development with public and private sector providers including Parish Councils, local businesses, social enterprises, community and voluntary sector organisations</li> </ul>
Communities and Reform	Public Health	District Co-ordinator	SM3	£50,001 - £55,000	Permanent	£450 - Standby	Operational direction for the following services: <ul style="list-style-type: none"> <li>Support for Elected Members in their role to be effective local leaders</li> <li>Services that have been devolved to the district level</li> <li>Collaboration and partnership development with public and private sector providers including Parish Councils, local businesses, social enterprises, community and voluntary sector organisations</li> </ul>

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Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
Communities and Reform	Public Health	Head of Libraries, Heritage & Arts	SM1	£65,001 - £70,000	Permanent	-	Management direction for the following services: <ul style="list-style-type: none"> <li>▪ Library &amp; Lending Services</li> <li>▪ Local Studies &amp; Archives</li> <li>▪ Gallery Oldham</li> <li>▪ Arts development &amp; delivery</li> </ul>
Communities and Reform	Public Health	Head of Music Service	Soulbury	£60,001 - £65,000	Permanent	£500 - Car Allowance	Management direction for the following services: <ul style="list-style-type: none"> <li>▪ Music in Schools</li> <li>▪ Music services delivered at the Lyceum Music Centre</li> </ul>
Communities and Reform	Public Health	Deputy Head of Music Service	Deputy Head Teacher	£50,001 - £55,000	Permanent	-	Operational direction for the following services: <ul style="list-style-type: none"> <li>▪ Music in Schools</li> <li>▪ Music services delivered at the Lyceum Music Centre</li> </ul>
Communities and Reform	Public Health	Deputy Head of Music Service	Deputy Head Teacher	£50,001 - £55,000	Permanent	-	Operational direction for the following services: <ul style="list-style-type: none"> <li>▪ Music in Schools</li> <li>▪ Music services delivered at the Lyceum Music Centre</li> </ul>
Communities and Reform	Public Health	Libraries & Information Manager	SM2	£50,001 - £55,000	Permanent	-	Management direction for the following services: <ul style="list-style-type: none"> <li>▪ Strategic management of Library Services</li> <li>▪ Management of the central and district libraries</li> <li>▪ Management of specialist library services, e.g. Home Library service and Children's Library</li> </ul>
Communities and Reform	Transformation & Reform	Assistant Director for Transformation & Reform	Asst. Director	£90,001 - £95,000	Fixed Term	-	Organisational lead for the Council's outcome led transformation and reform programme, acting as the principal advisor on change and transformation and providing visible leadership to promote an outcome focused approach and innovation in service delivery
Communities and Reform	Transformation & Reform	Head of Reform	SM2	£50,001 - £55,000	Permanent	-	Lead and manage the Council's Public Service Reform programme including the development and delivery of Oldham's integrated, place-based delivery approach

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Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
Communities and Reform	Transformation & Reform	Transformation Programme Manager	SM2	£50,001 - £55,000	Permanent	£5,753 - Pay Protection	Responsible for both designing and delivering transformational change projects within a designated area of responsibility to ensure benefits realisation for the communities of Oldham and achieve value for money
Communities and Reform	Transformation & Reform	Transformation Programme Manager	SM2	£50,001 - £55,000	Permanent	-	Responsible for both designing and delivering transformational change projects within a designated area of responsibility to ensure benefits realisation for the communities of Oldham and achieve value for money
Communities and Reform	Transformation & Reform	Transformation Programme Manager	SM2	£50,001 - £55,000	Permanent	-	Responsible for both designing and delivering transformational change projects within a designated area of responsibility to ensure benefits realisation for the communities of Oldham and achieve value for money
Communities and Reform	Transformation & Reform	Policy & Delivery Manager - Green New Deal	SM3	£50,001 - £55,000	Permanent	-	Preparation of a new strategy that will support the council and the borough to become a centre for environmental excellence, business opportunity and carbon neutrality, in consultation with residents, businesses, partners, staff and Elected Members.
Communities and Reform	People Services	Assistant Director of Organisational Development	AD2	£70,001 - £75,000	Vacant	-	Management direction for the following services: <ul style="list-style-type: none"> <li>▪ Learning &amp; Development - including leadership, management and apprentices</li> <li>▪ Organisational development and change management</li> <li>▪ Workforce design &amp; Remuneration</li> <li>▪ HR strategy</li> </ul>
Communities and Reform	People Services	Assistant Director of HR Operations	AD2	£70,001 - £75,000	Permanent	-	Management direction for the following services: <ul style="list-style-type: none"> <li>▪ Workforce Metrics and Contract Management</li> <li>▪ Employment policies</li> <li>▪ HR advice, case work and business partnering</li> <li>▪ Recruitment</li> </ul>

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Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
Communities and Reform	People Services	Senior Strategic HR Business Partner	SM2	£50,001 - £55,000	Permanent	-	Operational direction for the following services: <ul style="list-style-type: none"> <li>▪ HR Business Partners</li> <li>▪ HR advice and casework</li> <li>▪ Schools HR advice and casework</li> </ul>
Communities and Reform	People Services	Strategic HR Business Partner	SM3	£50,001 - £55,000	Permanent	-	Key relationship managers with senior leaders within #TeamOldham, ensuring that there is a clear understanding of business strategy and the operational performance of core business functions being supported by HR, and relating this to the Workforce Strategy.
Communities and Reform	People Services	Strategic HR Business Partner	SM3	£50,001 - £55,000	Permanent	-	Key relationship managers with senior leaders within #TeamOldham, ensuring that there is a clear understanding of business strategy and the operational performance of core business functions being supported by HR, and relating this to the Workforce Strategy.
Communities and Reform	People Services	Workforce Analytics Manager	SM3	£50,001 - £55,000	Permanent	-	Design and development workforce analytical capability, plus contract commissioning and management to support the delivery of #TeamOldham's Workforce Strategy.
Communities and Reform	Communications, Strategy & Performance	Head of Communications & Research	SM2	£50,001 - £55,000	Permanent	-	Management direction for the following services: <ul style="list-style-type: none"> <li>▪ Corporate communications, research, marketing and media management</li> </ul>
Communities and Reform	Communications, Strategy & Performance	Head of Strategy & Performance	SM1	£60,001 - £65,000	Permanent	-	Management direction for the following services: <ul style="list-style-type: none"> <li>▪ Business intelligence relating to the Borough of Oldham</li> <li>▪ Performance monitoring of services &amp; service improvement</li> <li>▪ Support for external inspections &amp; assessment</li> <li>▪ Strategic policy and business planning</li> </ul>

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Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
Communities and Reform	Communications, Strategy & Performance	Corporate Policy Lead	SM3	£50,001 - £55,000	Permanent	-	Management direction for the following services: <ul style="list-style-type: none"> <li>▪ Developing the council's core corporate policies and strategies, including the Corporate &amp; Oldham Plan</li> <li>▪ Oversee the delivery of the council's wider policy function</li> </ul>
Communities and Reform	Communications, Strategy & Performance	Thriving Communities Hub Lead	SM2	£50,001 - £55,000	Fixed Term	-	Responsible for developing and leading the strategic development of the Thriving Communities Hub, and the development and implementation of it's priorities and plans, in conjunction with, and co-production with, the Voluntary, Community, Faith and Social Enterprise (VCFSE) and public sector partners
Children and Young People	Education, Skills & Early Years	Head of Lifelong Learning, Employment & Skills	SM1	£60,001 - £65,000	Permanent	£500 - Car Allowance	Management direction for the following services: <ul style="list-style-type: none"> <li>▪ Get Oldham Working</li> <li>▪ Strategies on reducing unemployment</li> <li>▪ Support for Business Growth</li> <li>▪ LifeLong Learning service development &amp; delivery</li> </ul>
Children and Young People	Education, Skills & Early Years	Principal Regeneration Officer (Skills & Employment)	SM3	£50,001 - £55,000	Permanent	£500 - Car Allowance	Operational direction for the following services: <ul style="list-style-type: none"> <li>▪ Get Oldham Working</li> <li>▪ Strategies on reducing unemployment and supporting opportunities for apprenticeships and traineeships with organisations across the Borough</li> </ul>
Children and Young People	Education, Skills & Early Years	Principal Regeneration Officer (Investment)	SM3	£50,001 - £55,000	Permanent	£500 - Car Allowance	Works with a wide range of investors, developers and operators, promoting investment opportunities and infrastructure, working to speed up the development process, minimise risk and ensure delivery of bold, ambitious and high quality developments
Children and Young People	Education, Skills & Early Years	Principal Investment Officer	SM3	£50,001 - £55,000	Permanent	-	Works with a wide range of investors, developers and operators, promoting investment opportunities and infrastructure, working to speed up the development process, minimise risk and ensure delivery of bold, ambitious and high quality developments

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Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
Children and Young People	Education, Skills & Early Years	Head of Schools & Learning	Soulbury	£75,001 - £80,000	Permanent	£500 - Car Allowance £4,114 - Honorarium	Management direction for the following services: <ul style="list-style-type: none"> <li>▪ Early Years Improvement</li> <li>▪ School Improvement</li> <li>▪ Virtual School for Looked After Children</li> </ul>
Children and Young People	Education, Skills & Early Years	Education Improvement Manager	Soulbury	£60,001 - £65,000	Permanent	-	Management of the following areas: <ul style="list-style-type: none"> <li>▪ Challenging schools &amp; Early Years/Childcare settings to improve results at Early Years Foundation Stage</li> <li>▪ Developing plans to improve school readiness</li> <li>▪ Leading the development/delivery of Oldham's Early Years Foundation Stage Profile Moderation programme</li> <li>▪ Monitoring and evaluating the performance of schools and early years/childcare settings</li> </ul>
Children and Young People	Education, Skills & Early Years	Challenge & Intervention Officer - Early Years & Primary	Soulbury	£50,001 - £55,000	Permanent	-	Provision of advice, support and challenge to schools & Early Years settings on teaching and learning strategies to help them track and raise standards of achievement. Put in place systems for the statutory moderation of teacher assessments
Children and Young People	Education, Skills & Early Years	Challenge & Intervention Officer - Early Years & Primary	Soulbury	£50,001 - £55,000 Actual Salary £42,570	Fixed Term	-	Provision of advice, support and challenge to schools & Early Years settings on teaching and learning strategies to help them track and raise standards of achievement. Put in place systems for the statutory moderation of teacher assessments
Children and Young People	Education, Skills & Early Years	Headteacher - Virtual School	Soulbury	£55,001 - £60,000	Permanent	£500 - Car Allowance	Responsible for improving educational attainment and outcomes for Looked After Children
Children and Young People	Education, Skills & Early Years	Head of Inclusion & Post 16 Service	SM2	£50,001 - £55,000	Permanent	-	Operational management for the following services: <ul style="list-style-type: none"> <li>▪ Championing inclusive practices in schools</li> <li>▪ Leading on policy, practice and funding for post 16 - 25 agenda for SEND</li> <li>• Oversight of the Careers Education, Information, Advice and Guidance agenda</li> </ul>

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Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
Children and Young People	Education, Skills & Early Years	SEMHS Team Manager	Asst. Head-teacher	£55,001 - £60,000	Permanent	-	<p>Management of the following areas:</p> <ul style="list-style-type: none"> <li>▪ Supporting schools to build on their capacity to support children presenting behaviour challenges so that they can access learning and make appropriate progress</li> <li>▪ Reducing levels of poor behaviour, fixed term or permanent exclusions in targeted schools</li> <li>▪ Promotion of effective education for pupils with special educational needs/social emotional &amp; behavioural difficulties</li> </ul> <p>(SEMHS - Social, Emotional and Mental Health Support)</p>
Children and Young People	Education, Skills & Early Years	Head of School Support Services	SM2	£50,001 - £55,000	Permanent	-	<p>Operational management for the following services:</p> <ul style="list-style-type: none"> <li>▪ Education information and advice</li> <li>▪ Academy Conversions</li> <li>▪ Governor support services</li> </ul>
Children and Young People	Education, Skills & Early Years	Chief Executive Officer - Oldham Learning	AD1	£80,001 - £85,000 Actual salary Part Time	Fixed Term	-	<p>Reporting to the Oldham Foundation Learning Board, the role will establish a system-led approach in the Foundation stage of Oldham Learning, providing a strong educational and civic governance. The programme, underpinned by the Government's Opportunity Area Priority 2 initiative, will champion good outcomes for vulnerable children beyond standardised assessments</p>
Children and Young People	Education, Skills & Early Years	Education Improvement Manager - Primary	Soulbury	£60,001 - £65,000	Permanent	-	<p>Championing high standards of attainment, progression in schools and academies to improve outcomes for primary-aged children and young people in Oldham. The role supports the Oldham Educational Partnership (OEP) with meeting their targets</p>

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Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
Children and Young People	Education, Skills & Early Years	Challenge & Support Officer	Soulbury	£50,001 - £55,000	Permanent	-	Operational management for the following services: <ul style="list-style-type: none"> <li>▪ Key Local Authority link and support for primary schools before and during OFSTED inspections</li> <li>▪ Leading on raising standards, attainment and quality in Oldham's schools</li> <li>▪ Provide advice, support and challenge to schools to raise standards of achievement and improve the quality of education they provide</li> </ul>
Children and Young People	Education, Skills & Early Years	Deputy Learning & Improvement Manager	Soulbury	£60,001 - £65,000	Fixed Term	-	Management direction for the following services: <ul style="list-style-type: none"> <li>▪ Early Years team</li> <li>▪ Compliance with statutory duties in respect of Early Years</li> </ul>
Children and Young People	Education, Skills & Early Years	Assistant Director for SEND	Asst. Director	£70,001 - £75,000	Permanent	-	Management direction for the following services: <ul style="list-style-type: none"> <li>▪ Special Educational Needs &amp; Disabilities (SEND)</li> <li>▪ Inclusion</li> <li>▪ SEN support</li> </ul>
Children and Young People	Education, Skills & Early Years	Principal Educational Psychologist & Preventative Lead	Soulbury	£60,001 - £65,000	Permanent	£500 - Car Allowance	Management of the Educational & Child Psychology Service (ECPS) - psychological services which promote the attainment and healthy emotional development of children and young people from 0 - 19 in partnership with their families, carers and other relevant agencies
Children and Young People	Education, Skills & Early Years	Senior Educational Psychologist	Soulbury	£60,001 - £65,000	Permanent	£500 - Car Allowance	Contribution to the Educational & Child Psychology Service (ECPS) - psychological services which promote the attainment and healthy emotional development of children and young people from 0 - 19 in partnership with their families, carers and other relevant agencies
Children and Young People	Education, Skills & Early Years	Educational Psychologist	Soulbury	£55,001 - £60,000 Actual Salary £16,969	Permanent	£500 - Car Allowance	Contribution to the Educational & Child Psychology Service (ECPS) - psychological services which promote the attainment and healthy emotional development of children and young people from 0 - 19 in partnership with their families, carers and other relevant agencies

# Senior Managers

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Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
Children and Young People	Education, Skills & Early Years	Educational Psychologist	Soulbury	£55,001 - £60,000	Permanent	£500 - Car Allowance £640 - Honorarium	Contribution to the Educational & Child Psychology Service (ECPS) - psychological services which promote the attainment and healthy emotional development of children and young people from 0 - 19 in partnership with their families, carers and other relevant agencies
Children and Young People	Education, Skills & Early Years	Educational Psychologist	Soulbury	£55,001 - £60,000	Permanent	£500 - Car Allowance	Contribution to the Educational & Child Psychology Service (ECPS) - psychological services which promote the attainment and healthy emotional development of children and young people from 0 - 19 in partnership with their families, carers and other relevant agencies
Children and Young People	Education, Skills & Early Years	Educational Psychologist	Soulbury	£55,001 - £60,000	Permanent	£500 - Car Allowance	Contribution to the Educational & Child Psychology Service (ECPS) - psychological services which promote the attainment and healthy emotional development of children and young people from 0 - 19 in partnership with their families, carers and other relevant agencies
Children and Young People	Education, Skills & Early Years	Educational Psychologist	Soulbury	£50,001 - £55,000 Actual Salary £43,970	Permanent	£500 - Car Allowance	Contribution to the Educational & Child Psychology Service (ECPS) - psychological services which promote the attainment and healthy emotional development of children and young people from 0 - 19 in partnership with their families, carers and other relevant agencies
Children and Young People	Education, Skills & Early Years	Educational Psychologist	Soulbury	£50,001 - £55,000 Actual Salary £27,450	Permanent	£500 - Car Allowance	Contribution to the Educational & Child Psychology Service (ECPS) - psychological services which promote the attainment and healthy emotional development of children and young people from 0 - 19 in partnership with their families, carers and other relevant agencies
Children and Young People	Education, Skills & Early Years	Educational Psychologist	Soulbury	£50,001 - £55,000 Actual Salary £49,472	Permanent	£500 - Car Allowance	Contribution to the Educational & Child Psychology Service (ECPS) - psychological services which promote the attainment and healthy emotional development of children and young people from 0 - 19 in partnership with their families, carers and other relevant agencies

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Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
Children and Young People	Education, Skills & Early Years	Educational Psychologist	Soulbury	£50,001 - £55,000 Actual Salary £21,978	Permanent	£500 - Car Allowance	Contribution to the Educational & Child Psychology Service (ECPS) - psychological services which promote the attainment and healthy emotional development of children and young people from 0 - 19 in partnership with their families, carers and other relevant agencies
Children and Young People	Education, Skills & Early Years	Educational Psychologist - Looked After Children	Soulbury	£50,001 - £55,000 Actual Salary £30,928	Permanent	-	Contribution to the Educational & Child Psychology Service (ECPS) - psychological services which promote the attainment and healthy emotional development of children and young people from 0 - 19 in partnership with their families, carers and other relevant agencies
Children and Young People	Education, Skills & Early Years	SEND Service Manager	SM2	£50,001 - £55,000	Permanent	-	Management direction for the following services: <ul style="list-style-type: none"> <li>▪ SEN Assessment</li> <li>▪ SEN Transport</li> <li>▪ Visual Impairment, Hearing Impairment, Physical Impairment &amp; QEST teams</li> </ul>
Children and Young People	Children's Social Care & Early Help	Assistant Director for Safeguarding	Asst. Director	£70,001 - £75,000	Permanent	-	Management direction for the following services: <ul style="list-style-type: none"> <li>▪ Independent Reviewing Officers</li> <li>▪ Safeguarding Partnerships</li> <li>▪ Practice Hub - Including the Principal Social Worker</li> </ul>
Children and Young People	Children's Social Care & Early Help	Head of Independent Review	SM3	£50,001 - £55,000	Permanent	-	Operational direction for the following services: <ul style="list-style-type: none"> <li>▪ Independent Reviewing Officers</li> </ul>
Children and Young People	Children's Social Care & Early Help	Assistant Director for Family Connect	Asst. Director	£80,001 - £85,000	Permanent	-	"Oldham Family Connect" is the pre-statutory family support that contributes to the wider Early Help offer across Oldham, which is a placed based approach that strengthens the co-ordination and integration of service delivery with schools, partnerships and community assets
Children and Young People	Children's Social Care & Early Help	Assistant Director for Quality & Improvement	Asst. Director	£80,001 - £85,000	Fixed Term	-	Responsible for the strategic oversight of improvement across Children's Social Care by leading and reshaping business improvement transformation and contribute towards the continuous improvement of professional practice, standards and service delivery.

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Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
Children and Young People	Children's Social Care & Early Help	Principal Social Worker (Children's)	SM3	£50,001 - £55,000	Permanent	-	Promotes a learning environment where good social work can flourish and standards are maintained to meet the needs of children and their families, through a focus on continuous improvement, reflective practice and continuing professional development.
Children and Young People	Children's Social Care & Early Help	Assistant Director for Children's Services Integration	Asst. Director	£80,001 - £85,000	Fixed Term	-	Leading the transformation to reshape services being delivered in the community and embedding services around designated community assets for service delivery. To lead the enablers programme and deliver agile teams that can work flexibly across Oldham
Children and Young People	Children's Social Care & Early Help	Assistant Director for Commissioning	Asst. Director	£80,001 - £85,000	Permanent	-	Management direction for the following services: <ul style="list-style-type: none"> <li>▪ Placements &amp; Sufficiency Lead</li> <li>▪ Development &amp; Performance</li> <li>▪ Planning &amp; Commissioning</li> </ul>
Children and Young People	Children's Social Care & Early Help	Assistant Director for Children in Care	Asst. Director	£70,001 - £75,000	Vacant	-	Management direction for the following services: <ul style="list-style-type: none"> <li>▪ Fostering</li> <li>▪ Adoption</li> <li>▪ Care Leavers</li> <li>▪ Residential Children's Services</li> </ul>
Children and Young People	Children's Social Care & Early Help	Head of Adoption & Fostering	SM3	£50,001 - £55,000	Permanent	-	Management direction for the following services: <ul style="list-style-type: none"> <li>▪ Fostering</li> <li>▪ Adoption</li> </ul>
Children and Young People	Children's Social Care & Early Help	Head of Through Care	SM3	£50,001 - £55,000	Permanent	-	Management direction for the following services: <ul style="list-style-type: none"> <li>▪ Aftercare</li> <li>▪ Permanence team</li> </ul>
Children and Young People	Children's Social Care & Early Help	Assistant Director for Social Work Services	Asst. Director	£80,001 - £85,000	Vacant	-	Management direction for the following services: <ul style="list-style-type: none"> <li>▪ Children's Social Work Assessment</li> <li>▪ Children's Social Work Fieldwork</li> <li>▪ Multi-Agency Safeguarding Hub</li> <li>▪ Children with Disabilities</li> </ul>

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Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
Children and Young People	Children's Social Care & Early Help	Head of Fieldwork	SM2	£50,001 - £55,000	Permanent	-	Operational direction for the following services: <ul style="list-style-type: none"> <li>Service provision for children subject to assessment (including Section 47), Children in Need and children subject to a Child Protection Plan</li> </ul>
Children and Young People	Children's Social Care & Early Help	Head of Assessment	SM2	£50,001 - £55,000	Permanent	-	Operational direction for the following services: <ul style="list-style-type: none"> <li>Service provision for children subject to assessment (including Section 47), Children in Need and children subject to a Child Protection Plan</li> </ul>
Children and Young People	Children's Social Care & Early Help	Head of MASH, Phoenix & EDT	SM2	£50,001 - £55,000	Vacant	£500 - Car Allowance	Operational direction for the following services: <ul style="list-style-type: none"> <li>Multi Agency Safeguarding Hub (MASH)</li> <li>Phoenix team</li> <li>Emergency Duty Team (EDT)</li> </ul>
Children and Young People	Children's Social Care & Early Help	Head of Children with Disabilities	SM3	£50,001 - £55,000	Vacant	-	Operational direction for the following services: <ul style="list-style-type: none"> <li>Children with Disabilities</li> </ul>
Community Health & Adult Social Care	Adult Social Care	Head of Community Business Services	SM1	£65,001 - £70,000	Permanent	£500 - Car Allowance £6,824 - Honorarium £1,250 - Standby	Management direction for the following services: <ul style="list-style-type: none"> <li>Client Support Service</li> <li>Maximisation of income from social care and other related charges</li> </ul>
Community Health & Adult Social Care	Adult Social Care	Head of Mental Health Services	SM1	£60,001 - £65,000	Acting	£500 - Car Allowance £625 - Standby £472 - Bank Holiday	Management direction for the following services: <ul style="list-style-type: none"> <li>Mental Health</li> <li>Integrated Community Services</li> </ul>
Community Health & Adult Social Care	Adult Social Care	Head of Adult Social Care	SM1	£60,001 - £65,000	Seconded	-	Management direction for the following services: <ul style="list-style-type: none"> <li>Mental Health</li> <li>Integrated Community Services</li> </ul>
Community Health & Adult Social Care	Adult Social Care	Head of Learning Disabilities & Autism	SM1	£60,001 - £65,000	Permanent	£1,175 - Standby £241 - Bank Holiday	Management direction for the following services: <ul style="list-style-type: none"> <li>Learning Disabilities and Autism</li> <li>Hospital team</li> </ul>

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2020/21

Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
Community Health & Adult Social Care	Adult Social Care	Head of Strategic Safeguarding	SM1	£60,001 - £65,000	Permanent	£500 - Car Allowance	Management direction for the following services: <ul style="list-style-type: none"> <li>▪ Adults Safeguarding function across Adults Community Health &amp; Social Care Services</li> <li>▪ Overseeing the Local Safeguarding Adults Board</li> <li>▪ Responsibility for Deprivation of Liberty safeguards</li> </ul>
Community Health & Adult Social Care	Adult Social Care	Head of Special Projects - Adult Social Care	SM1	£65,001 - £70,000	Permanent	-	Management of the following areas: <ul style="list-style-type: none"> <li>▪ Implementation of the Supported Housing &amp; Learning Disability Programme</li> <li>▪ Management of the iBCF</li> <li>▪ Adult Social Care link to Thriving Communities</li> <li>▪ MioCare review and oversight of action plan</li> <li>▪ Change management &amp; general transformation programmes, i.e. Community enablement</li> </ul>
Legal Services	Legal Services	Head of Democratic Services	SM2	£50,001 - £55,000	Permanent	-	Management direction for the following services: <ul style="list-style-type: none"> <li>▪ Constitutional Services</li> <li>▪ Overview &amp; Scrutiny</li> <li>▪ Member Support</li> <li>▪ Mayoral Support</li> </ul>
Legal Services	Legal Services	Group Solicitor (Corporate)	SM2	£50,001 - £55,000	Permanent	-	Management of the following team: <ul style="list-style-type: none"> <li>▪ Corporate Legal team</li> </ul>
Legal Services	Legal Services	Group Solicitor (Environment)	SM2	£50,001 - £55,000	Permanent	-	Management of the following team: <ul style="list-style-type: none"> <li>▪ Environment Legal team</li> </ul>
Legal Services	Legal Services	Group Solicitor (Family)	SM2	£50,001 - £55,000	Permanent	£500 - Car Allowance	Management of the following team: <ul style="list-style-type: none"> <li>▪ Family Legal team</li> </ul>
Legal Services	Legal Services	Group Solicitor (Civil Litigation)	SM2	£50,001 - £55,000	Permanent	-	Management of the following team: <ul style="list-style-type: none"> <li>▪ Policy Legal team</li> </ul>

# Senior Managers

2020/21

Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
Legal Services	Legal Services	Children's Service Lawyer	SM3	£50,001 - £55,000	Permanent	£500 - Car Allowance	Provision of professional advice and legal services in their role as a Solicitor, including advocacy in court, plus preparation and management of cases, drafting and settling legal documentation and conduct of litigation.
Legal Services	Legal Services	Children's Service Lawyer	SM3	£50,001 - £55,000	Permanent	£500 - Car Allowance	Provision of professional advice and legal services in their role as a Solicitor, including advocacy in court, plus preparation and management of cases, drafting and settling legal documentation and conduct of litigation.
Legal Services	Legal Services	Children's Service Lawyer	SM3	£50,001 - £55,000	Permanent	£500 - Car Allowance	Provision of professional advice and legal services in their role as a Solicitor, including advocacy in court, plus preparation and management of cases, drafting and settling legal documentation and conduct of litigation.
Legal Services	Legal Services	Children's Service Lawyer	SM3	£50,001 - £55,000	Permanent	£500 - Car Allowance	Provision of professional advice and legal services in their role as a Solicitor, including advocacy in court, plus preparation and management of cases, drafting and settling legal documentation and conduct of litigation.
Legal Services	Legal Services	Solicitor - Commercial Contracts	SM3	£50,001 - £55,000 Actual Salary £40,630	Permanent	-	Provision of professional advice and legal services in their role as a Solicitor, including advocacy in court, plus preparation and management of cases, drafting and settling legal documentation and conduct of litigation.
Legal Services	Legal Services	Solicitor - Corporate	SM3	£50,001 - £55,000	Permanent	-	Provision of professional advice and legal services in their role as a Solicitor, including advocacy in court, plus preparation and management of cases, drafting and settling legal documentation and conduct of litigation.
Legal Services	Legal Services	Principal Employment Solicitor	SM3	£50,001 - £55,000	Permanent	-	Provision of professional advice and legal services in their role as a Solicitor, including advocacy in court, plus preparation and management of cases, drafting and settling legal documentation and conduct of litigation.

# Senior Managers

2020/21

Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
Legal Services	Legal Services	Principal Legal Officer	SM3	£50,001 - £55,000 Actual salary £30,946	Permanent	-	Provision of professional advice and legal services in their role as a Solicitor, including advocacy in court, plus preparation and management of cases, drafting and settling legal documentation and conduct of litigation.
Commissioning	Procurement	Senior Sourcing Manager	SM2	£50,001 - £55,000	Vacant	-	Management support for the following services: <ul style="list-style-type: none"> <li>▪ Development of procurement practice compliant with associated legislation</li> <li>▪ Manage all aspects of the Sourcing Lifecycle</li> <li>▪ Delivery of the Sourcing Strategy</li> </ul>
Commissioning	Finance Service	Senior Finance Manager	SM1	£60,001 - £65,000	Vacant	-	Management support for the following services: <ul style="list-style-type: none"> <li>▪ Facilitating the effective use of financial resources to meet corporate objectives</li> <li>▪ Ensuring a robust framework is in place to implement, monitor and report the financial implications for decision making</li> <li>▪ Technical advice and guidance to the Council's Senior Leadership Team and Elected Members</li> </ul>
Commissioning	Finance Service	Finance Manager	SM2	£50,001 - £55,000	Permanent	-	Contribute to: <ul style="list-style-type: none"> <li>▪ Ensuring a robust framework is in place to implement, monitor and report the financial implications for decision making</li> <li>▪ Giving technical advice and guidance to senior managers within the Council</li> <li>▪ Supporting the development of innovative solutions to safeguard the long-term financial position of the Council</li> </ul>
Commissioning	Finance Service	Finance Manager	SM2	£50,001 - £55,000	Permanent	-	Contribute to: <ul style="list-style-type: none"> <li>▪ Ensuring a robust framework is in place to implement, monitor and report the financial implications for decision making</li> <li>▪ Giving technical advice and guidance to senior managers within the Council</li> <li>▪ Supporting the development of innovative solutions to safeguard the long-term financial position of the Council</li> </ul>

# Senior Managers

2020/21

Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
Commissioning	Finance Service	Principal Officer - External Funding	SM3	£50,001 - £55,000	Permanent	-	Undertaking searches for external funding to support the aims and ambitions of both the council and of the Borough, ensuring that relevant documentation is submitted to secure and maintain funding throughout the project and undertaking associated programme management activities.
Commissioning	Finance Service	Senior Finance Manager	SM1	£60,001 - £65,000	Permanent	-	Management support for the following services: <ul style="list-style-type: none"> <li>▪ Facilitating the effective use of financial resources to meet corporate objectives</li> <li>▪ Ensuring a robust framework is in place to implement, monitor and report the financial implications for decision making</li> <li>▪ Technical advice and guidance to the Council's Senior Leadership Team and Elected Members</li> </ul>
Commissioning	Finance Service	Finance Manager - Schools	SM2	£50,001 - £55,000	Permanent	-	Contribute to: <ul style="list-style-type: none"> <li>▪ Ensuring a robust framework is in place to implement, monitor and report the financial implications for decision making</li> <li>▪ Giving technical advice and guidance to senior managers within the Council</li> <li>▪ Supporting the development of innovative solutions to safeguard the long-term financial position of the Council</li> </ul>
Commissioning	Finance Service	Finance Manager	SM2	£50,001 - £55,000	Permanent	-	Contribute to: <ul style="list-style-type: none"> <li>▪ Ensuring a robust framework is in place to implement, monitor and report the financial implications for decision making</li> <li>▪ Giving technical advice and guidance to senior managers within the Council</li> <li>▪ Supporting the development of innovative solutions to safeguard the long-term financial position of the Council</li> </ul>

# Senior Managers

2020/21

Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
Commissioning	Finance Service	Finance Manager	SM2	£50,001 - £55,000	Permanent	-	Contribute to: <ul style="list-style-type: none"> <li>▪ Ensuring a robust framework is in place to implement, monitor and report the financial implications for decision making</li> <li>▪ Giving technical advice and guidance to senior managers within the Council</li> <li>▪ Supporting the development of innovative solutions to safeguard the long-term financial position of the Council</li> </ul>
Commissioning	Finance Service	Assistant Director - Corporate Finance	Asst. Director	£75,001 - £80,000	Permanent	-	Management direction for the following services: <ul style="list-style-type: none"> <li>▪ Development of the Council's Medium Term Financial Strategy</li> <li>▪ Capital &amp; Treasury team</li> <li>▪ Corporate Control team</li> <li>▪ Technical/Systems Finance team</li> </ul>
Commissioning	Finance Service	Finance Manager	SM2	£50,001 - £55,000	Permanent	-	Contribute to: <ul style="list-style-type: none"> <li>▪ Ensuring a robust framework is in place to implement, monitor and report the financial implications for decision making</li> <li>▪ Giving technical advice and guidance to senior managers within the Council</li> <li>▪ Supporting the development of innovative solutions to safeguard the long-term financial position of the Council</li> </ul>
Commissioning	Finance Service	Finance Manager	SM2	£50,001 - £55,000	Permanent	-	Contribute to: <ul style="list-style-type: none"> <li>▪ Ensuring a robust framework is in place to implement, monitor and report the financial implications for decision making</li> <li>▪ Giving technical advice and guidance to senior managers within the Council</li> <li>▪ Supporting the development of innovative solutions to safeguard the long-term financial position of the Council</li> </ul>

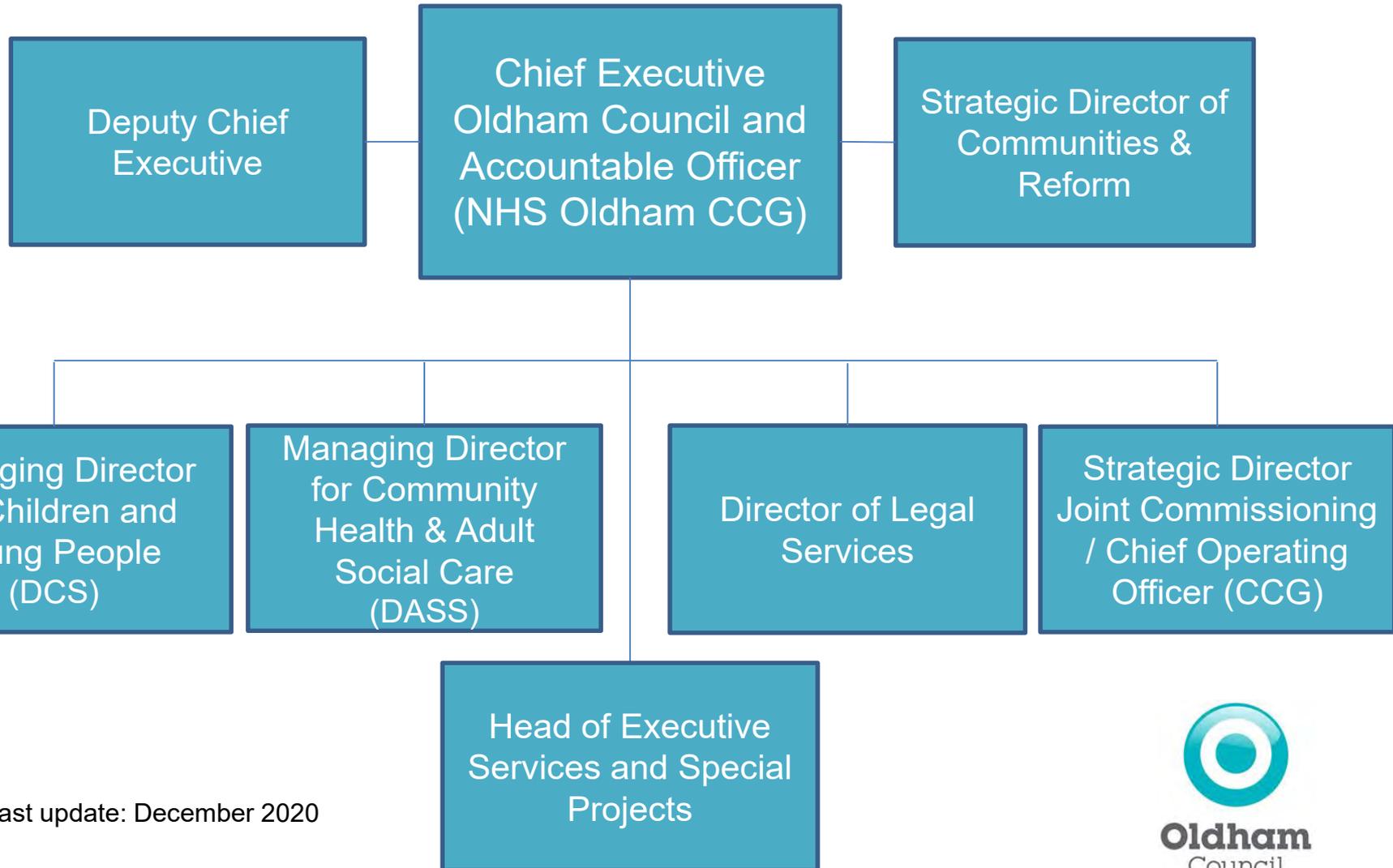
# Senior Managers

2020/21

Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
Commissioning	Finance Service	Finance Manager	SM2	£50,001 - £55,000	Permanent	-	Contribute to: <ul style="list-style-type: none"> <li>▪ Ensuring a robust framework is in place to implement, monitor and report the financial implications for decision making</li> <li>▪ Giving technical advice and guidance to senior managers within the Council</li> <li>▪ Supporting the development of innovative solutions to safeguard the long-term financial position of the Council</li> </ul>
Commissioning	Finance Service	Head of Revenues & Benefits	SM1	£60,001 - £65,000	Permanent	-	Management direction for the following services: <ul style="list-style-type: none"> <li>▪ Client function for Unity Partnership Ltd for Revenue &amp; Benefits</li> <li>▪ Corporate Complaints</li> <li>▪ Welfare Rights service</li> </ul>
Commissioning	Finance Service	Head of Corporate Governance	SM1	£60,001 - £65,000	Permanent	£5,000 Honorarium for Greater Manchester Combined Authority responsibilities	Management direction for the following services: <ul style="list-style-type: none"> <li>▪ Audit team</li> <li>▪ Counter Fraud team</li> <li>▪ Risk &amp; Insurance</li> <li>▪ Information Governance</li> <li>▪ Financial advice and guidance for the Greater Manchester Combined Authority</li> </ul>
Commissioning	Finance Service	Audit & Counter Fraud Manager	SM1	£60,001 - £65,000	Vacant	-	Operational management for the following services: <ul style="list-style-type: none"> <li>▪ Audit team</li> <li>▪ Counter Fraud team</li> </ul>
Commissioning	Finance Service	Insurance Portfolio Manager	SM3	£50,001 - £55,000	Permanent	-	Operational management for the following services: <ul style="list-style-type: none"> <li>▪ Insurance services - covering a wide range of different policy areas</li> <li>▪ Corporate risk</li> </ul>

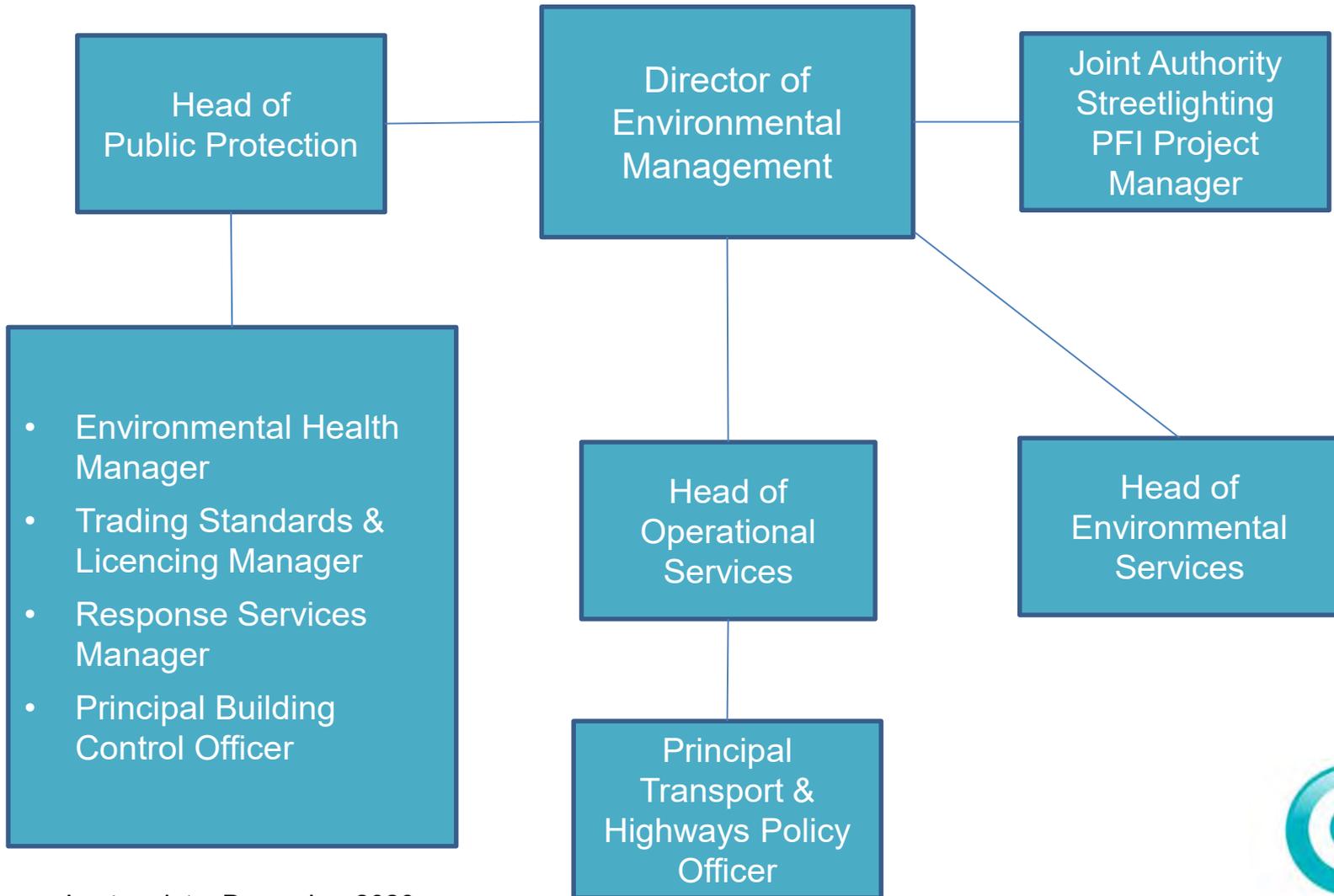
# Appendix 12b - Chart 1 – Family Tree of Officers salaried over £50,000

## Chief Executive's



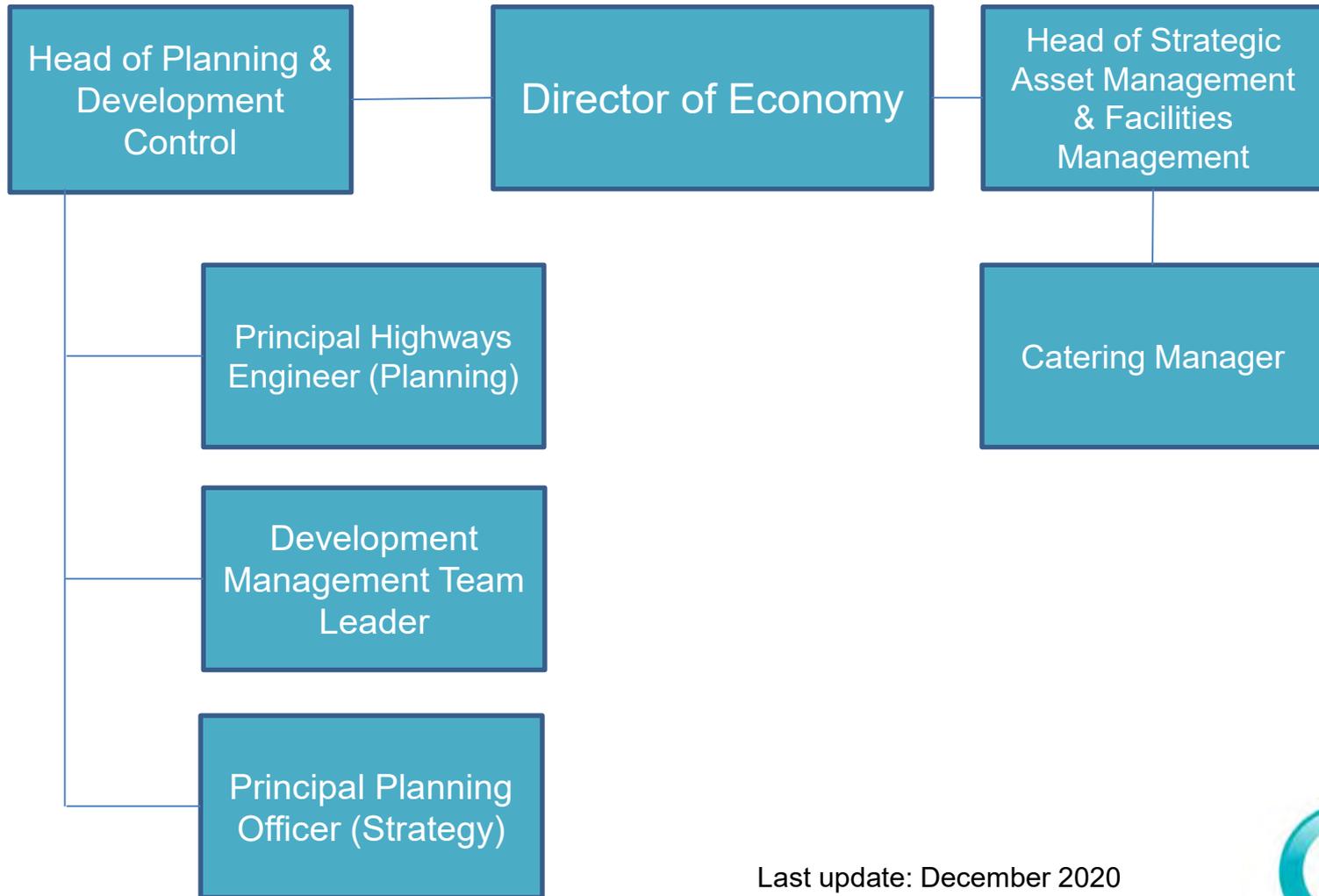
Last update: December 2020

# Roles within the People & Place Directorate salaried £50,000+ (Page 1 of 3)



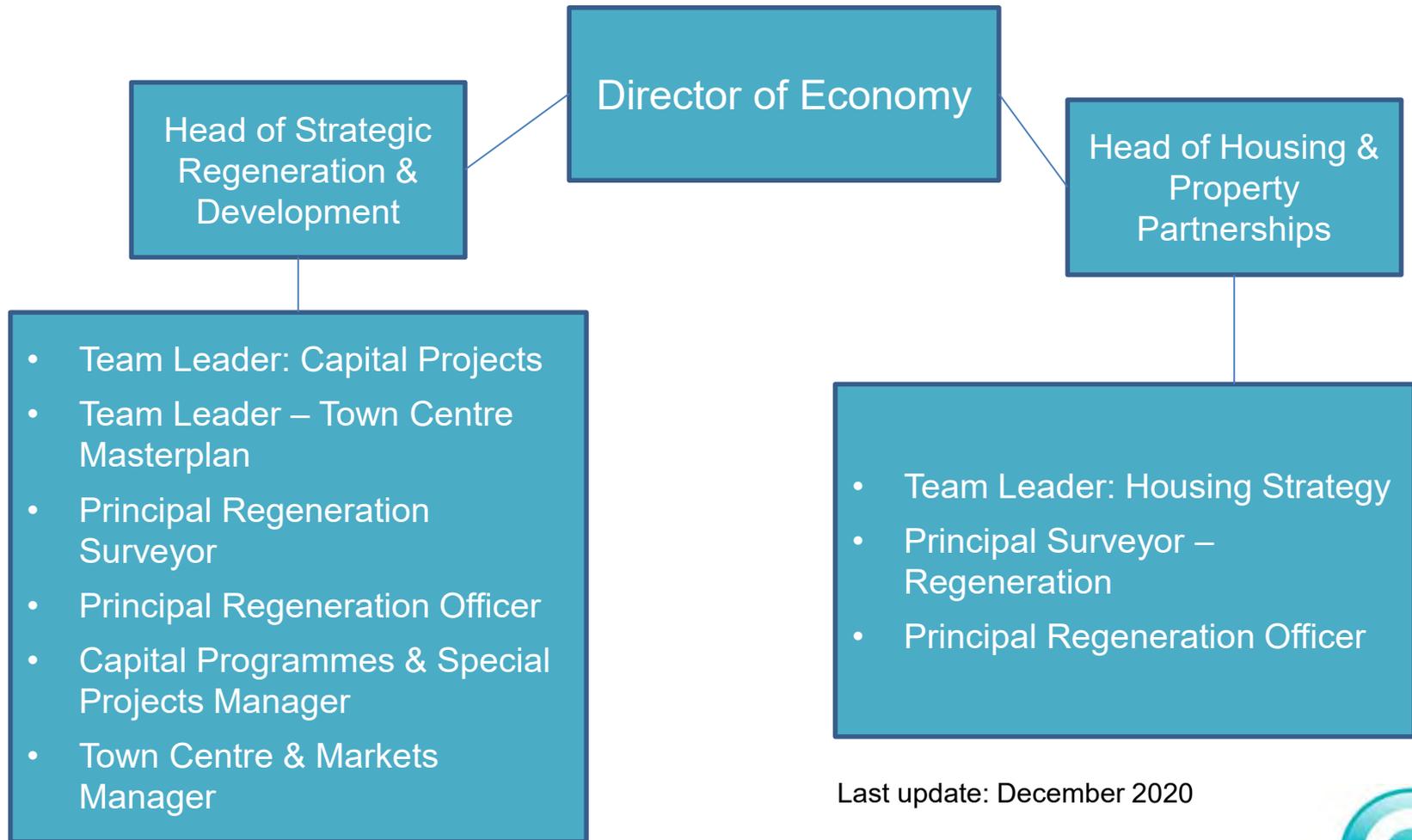
Last update: December 2020

# Roles within the People & Place Directorate salaried £50,000+ (Page 2 of 3)



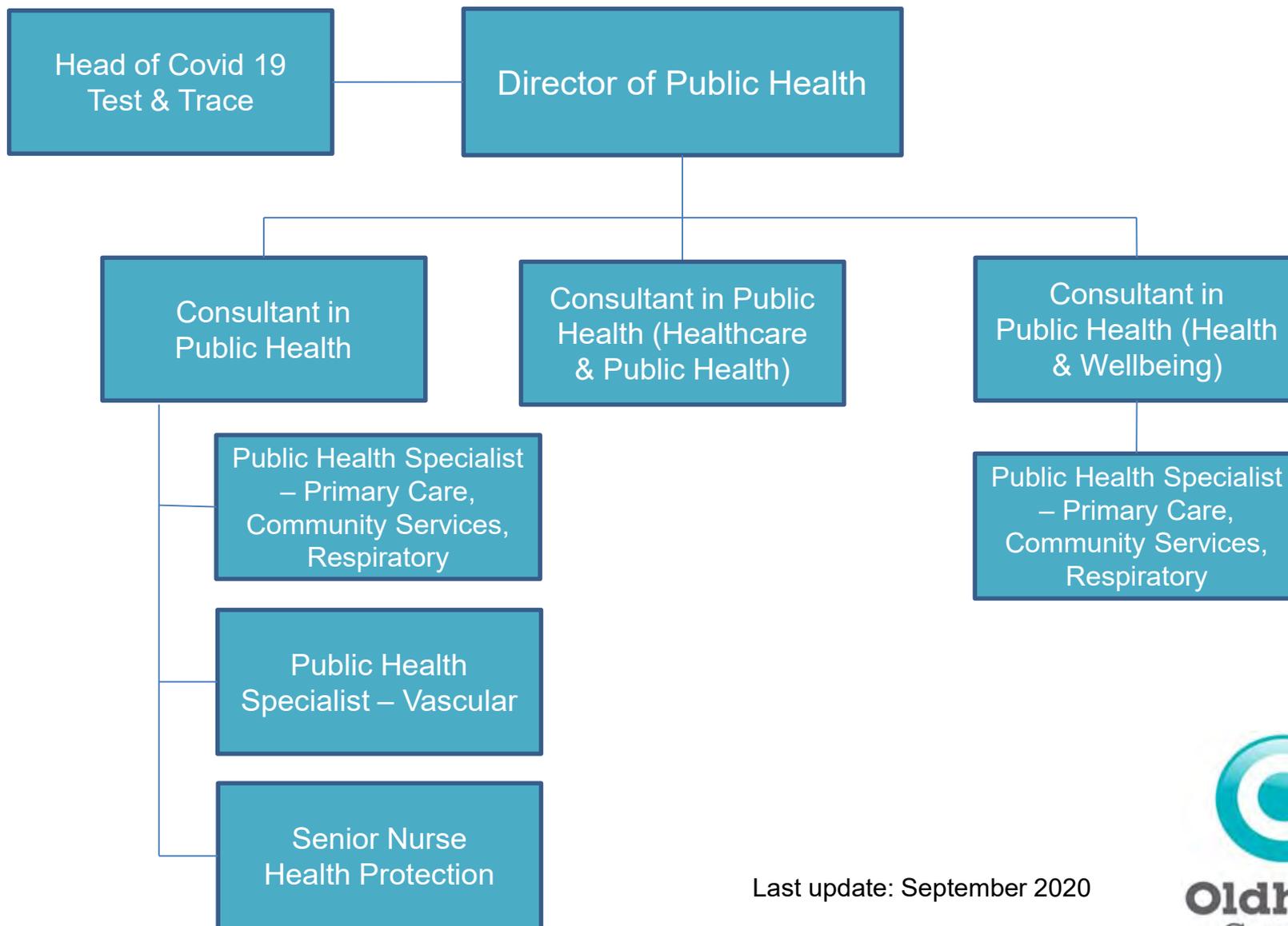
Last update: December 2020

# Roles within the People & Place Directorate salaried £50,000+ (Page 3 of 3)



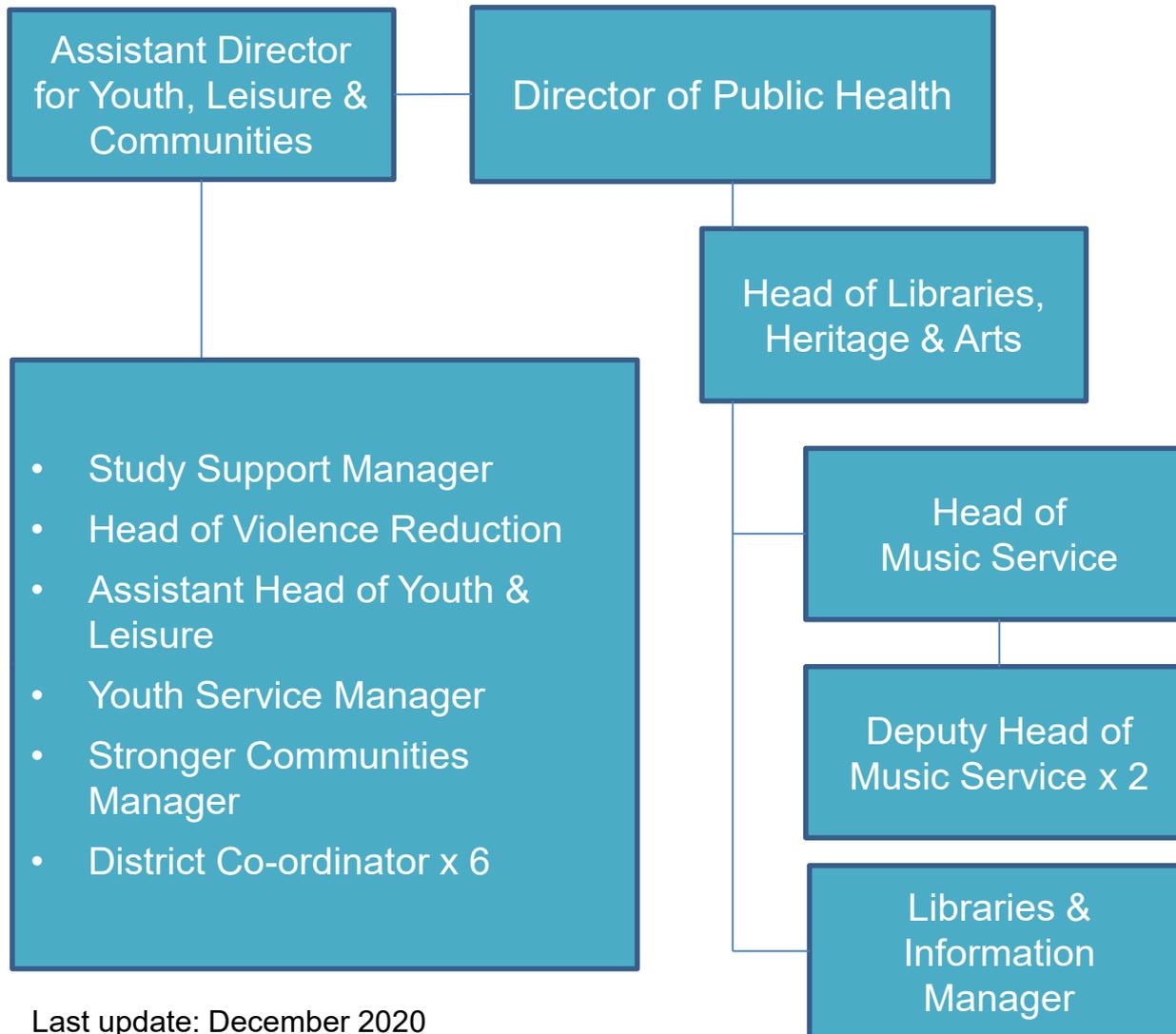
Last update: December 2020

# Roles within the Communities and Reform Directorate salaried £50,000 + (Page 1 of 4)



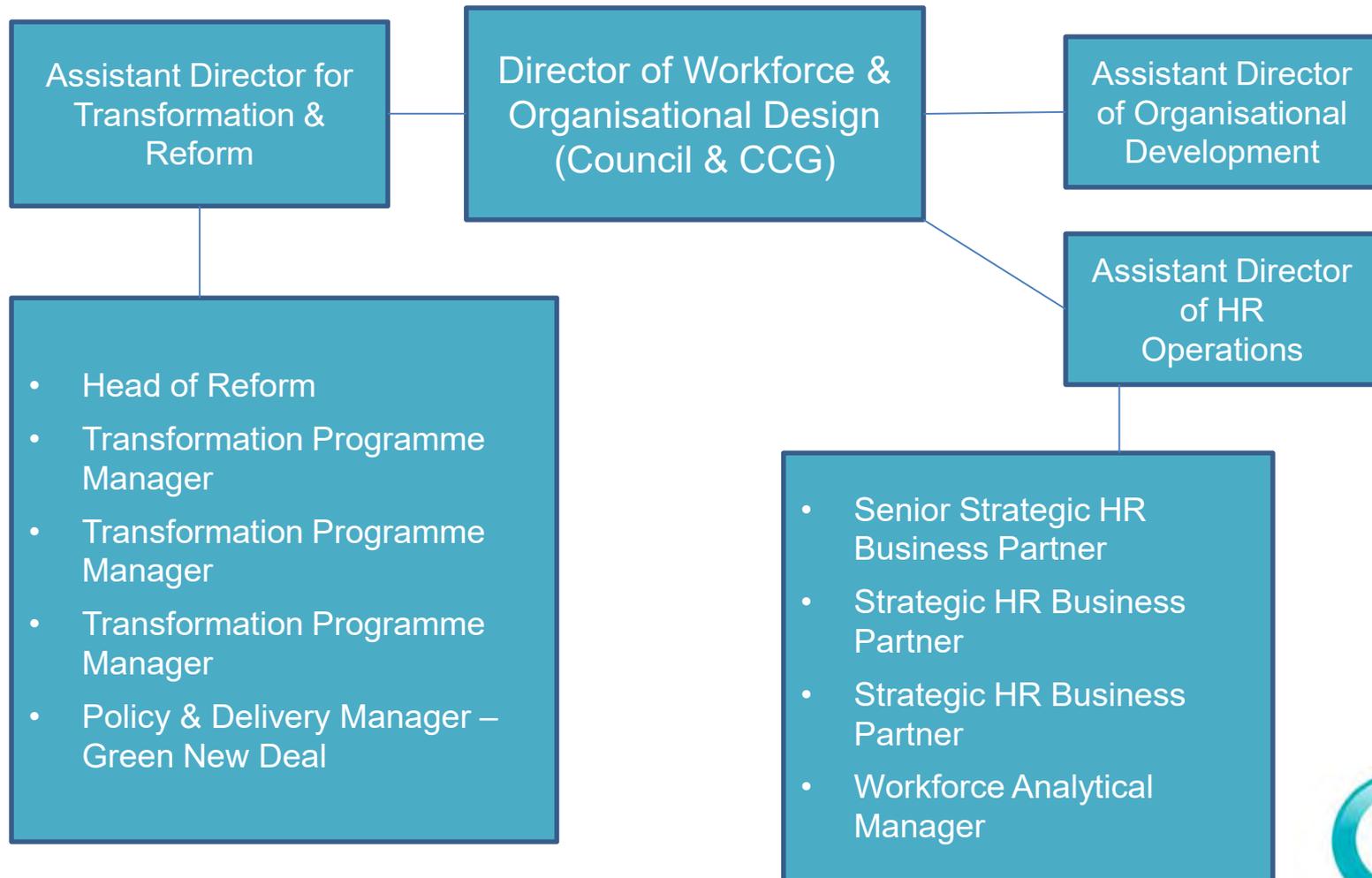
Last update: September 2020

# Roles within the Communities and Reform Directorate earning £50,000+ (Page 2 of 4)



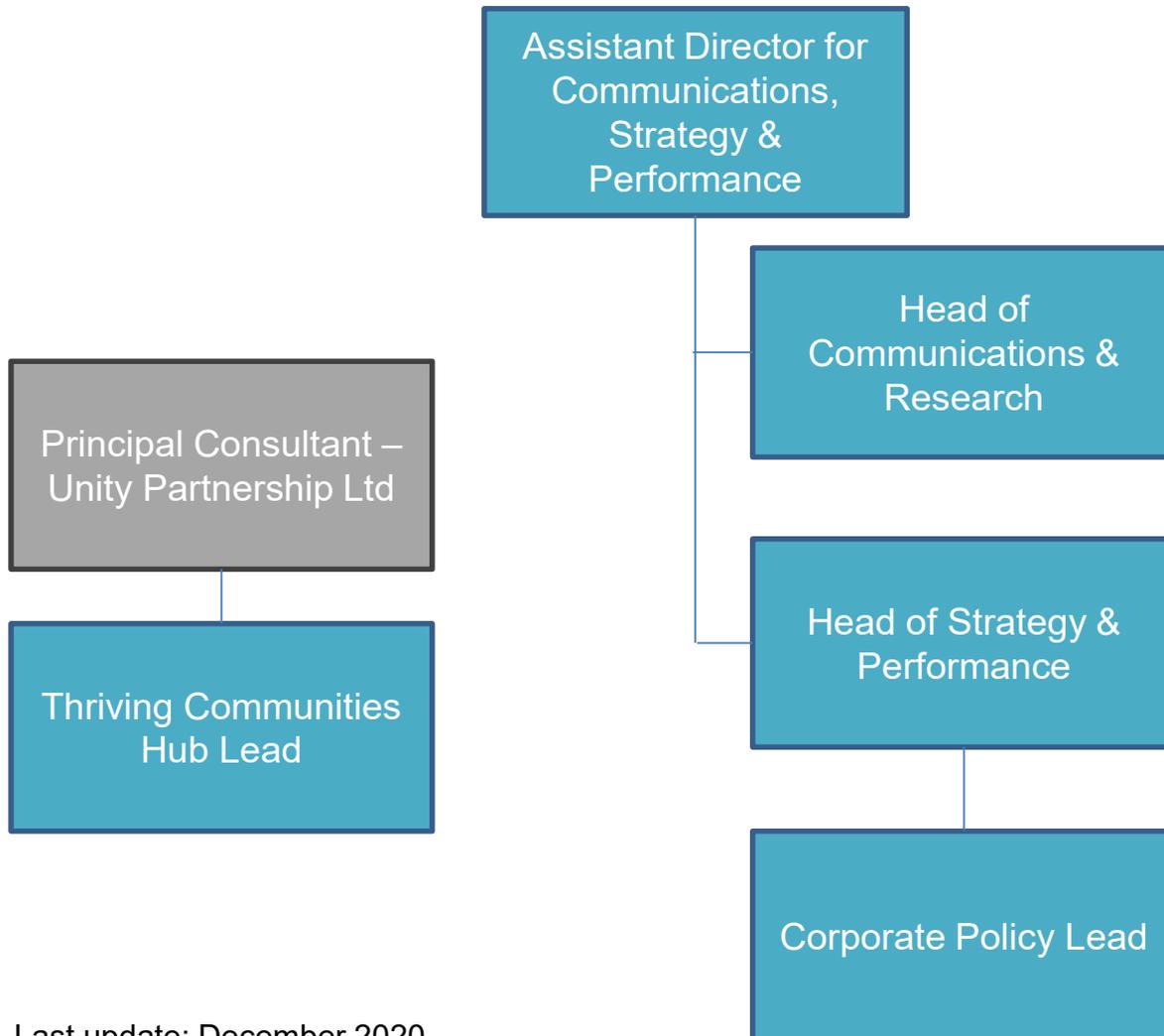
Last update: December 2020

# Roles in the Communities and Reform Directorate salaried £50,000+ (Page 3 of 4)



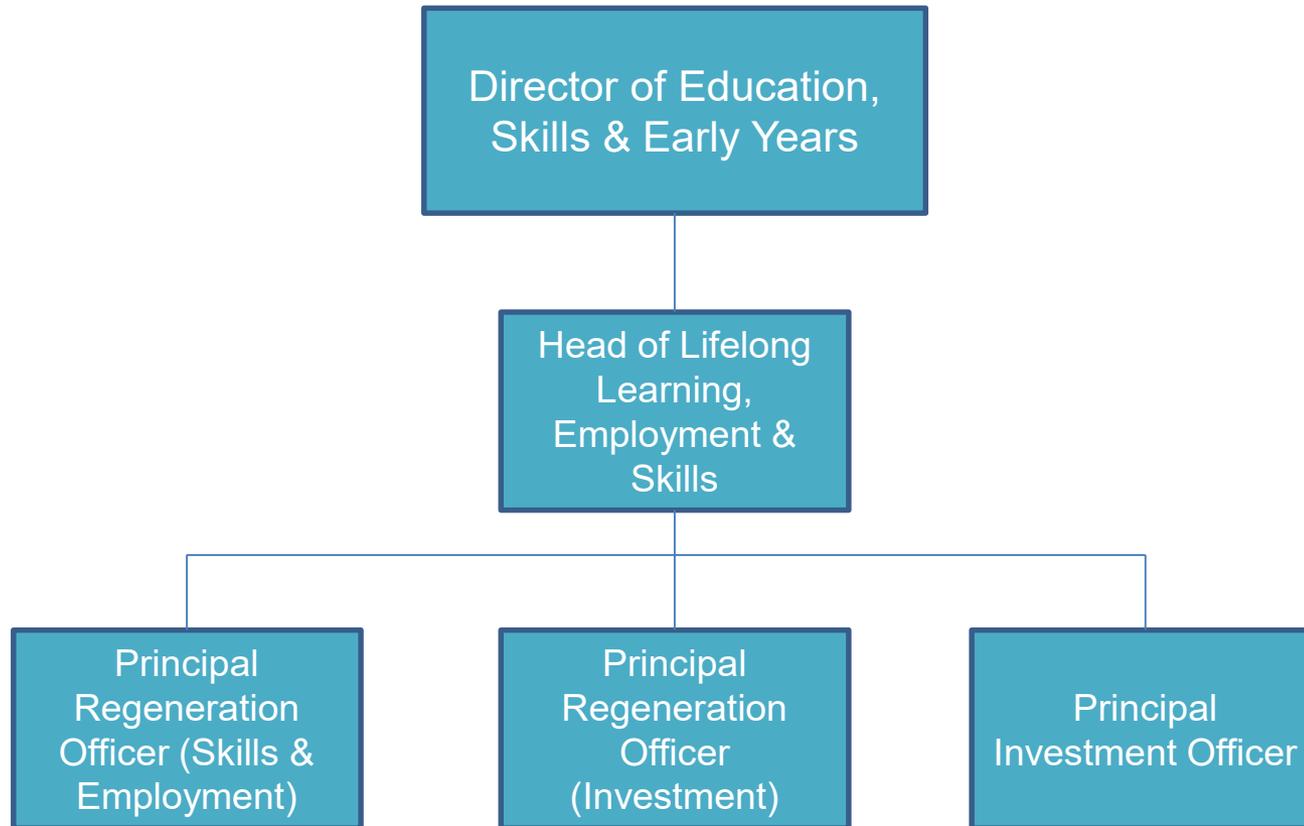
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# Roles in the Communities and Reform Directorate earning £50,000+ (Page 4 of 4)



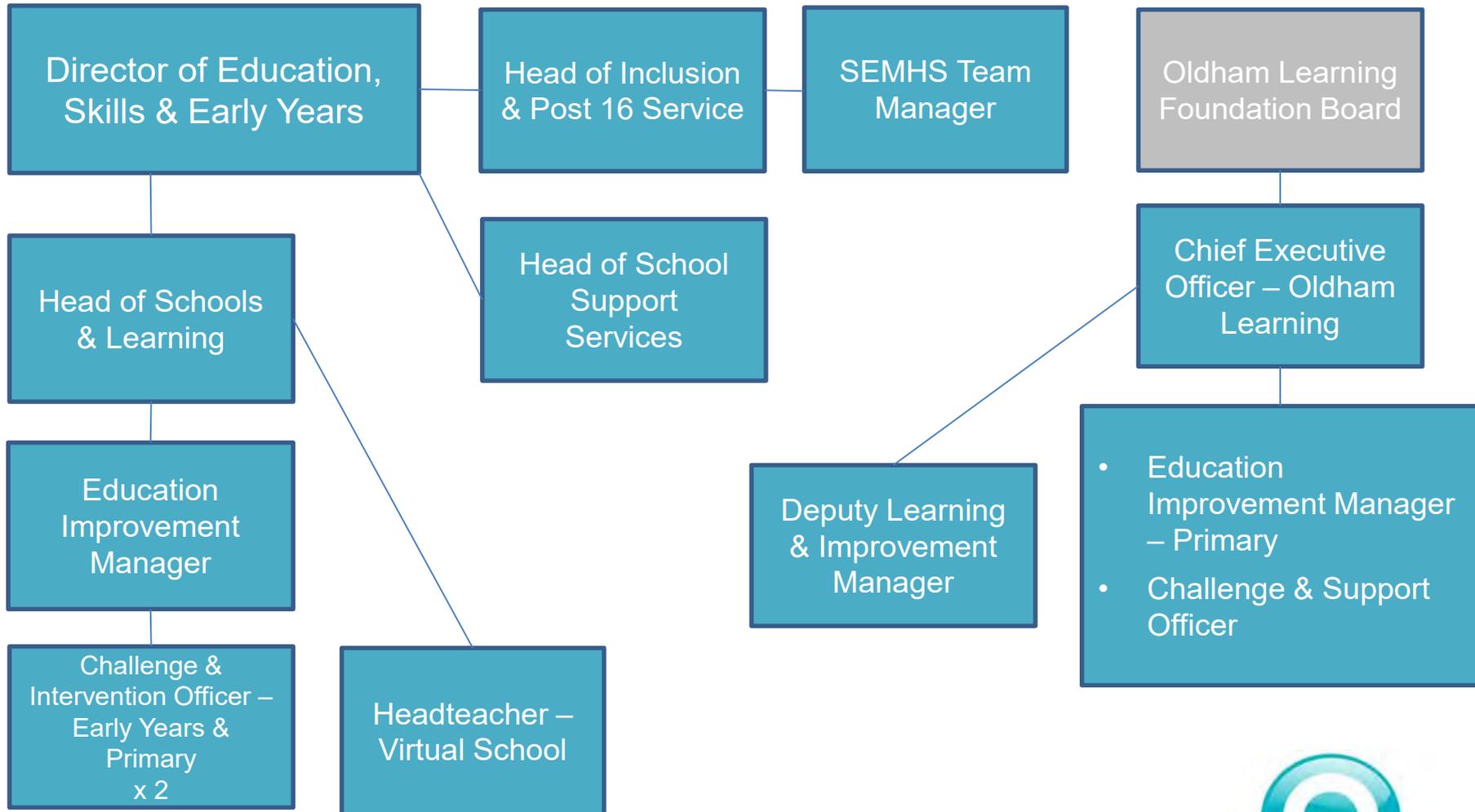
Last update: December 2020

# Roles within the Children & Young People Directorate salaried £50,000+ (Page 1 of 5)



Last update: December 2020

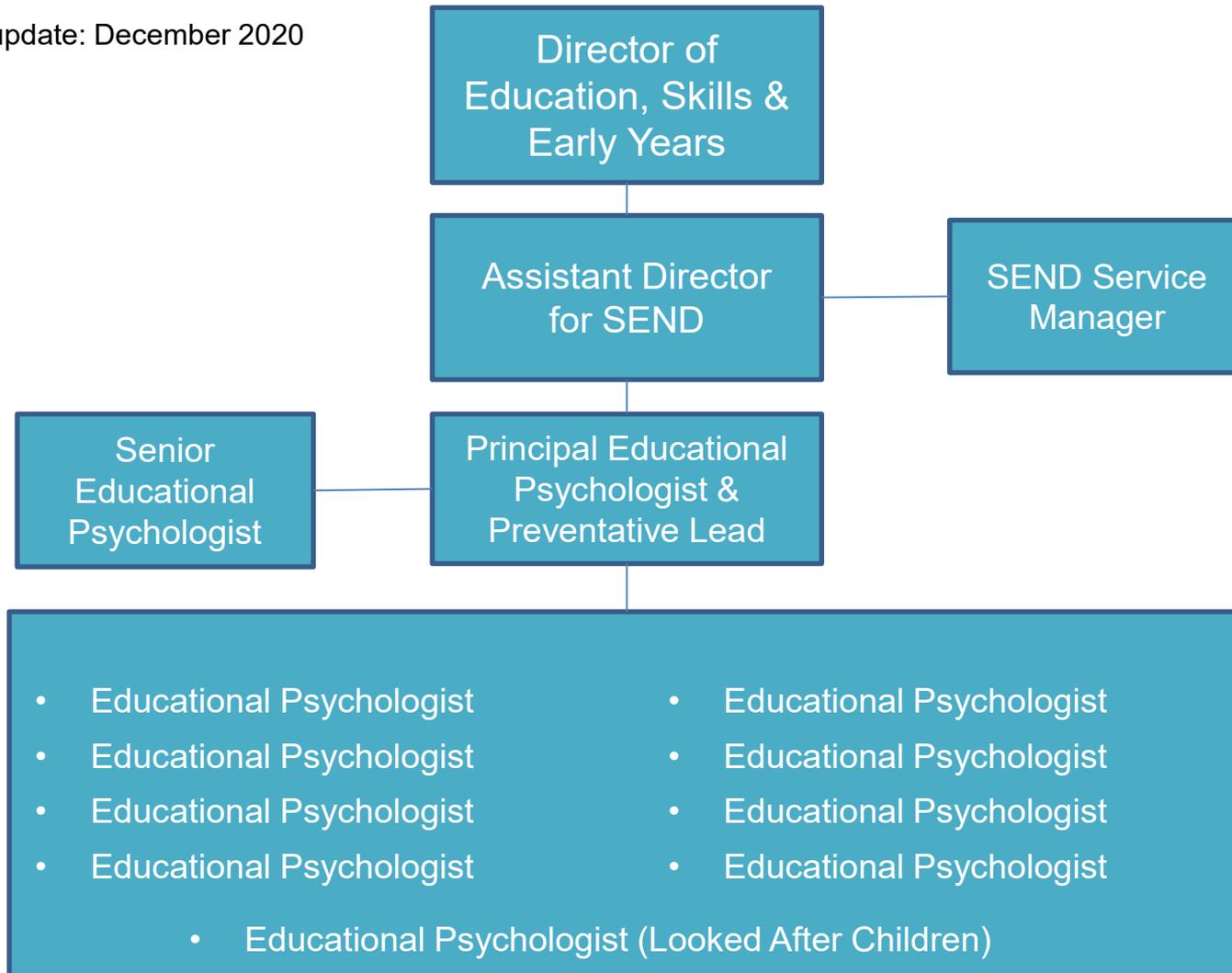
# Roles within the Children & Young People Directorate salaried £50,000+ (Page 2 of 5)



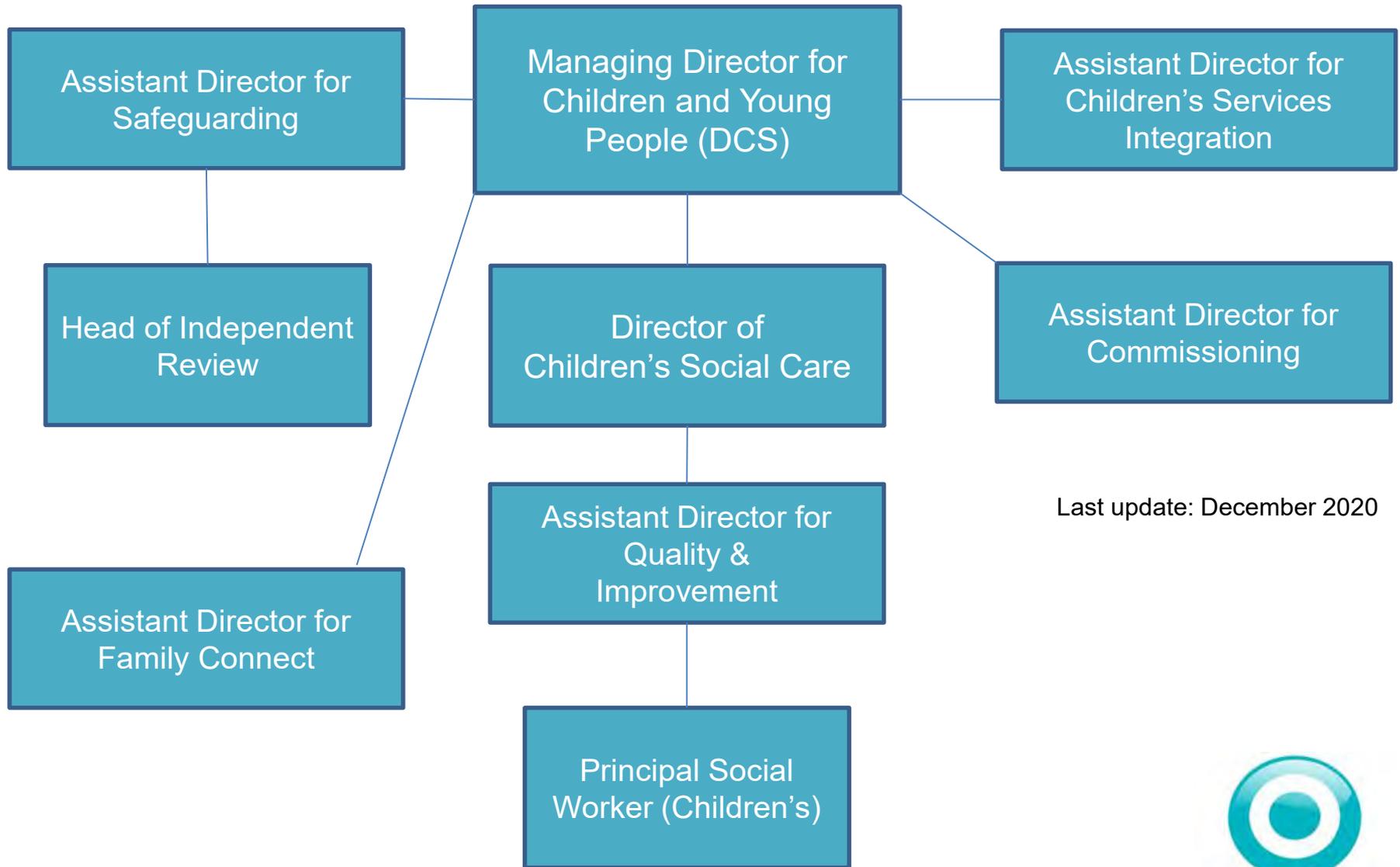
Last update: December 2020

# Roles within the Children & Young People Directorate salaried £50,000+ (Page 3 of 5)

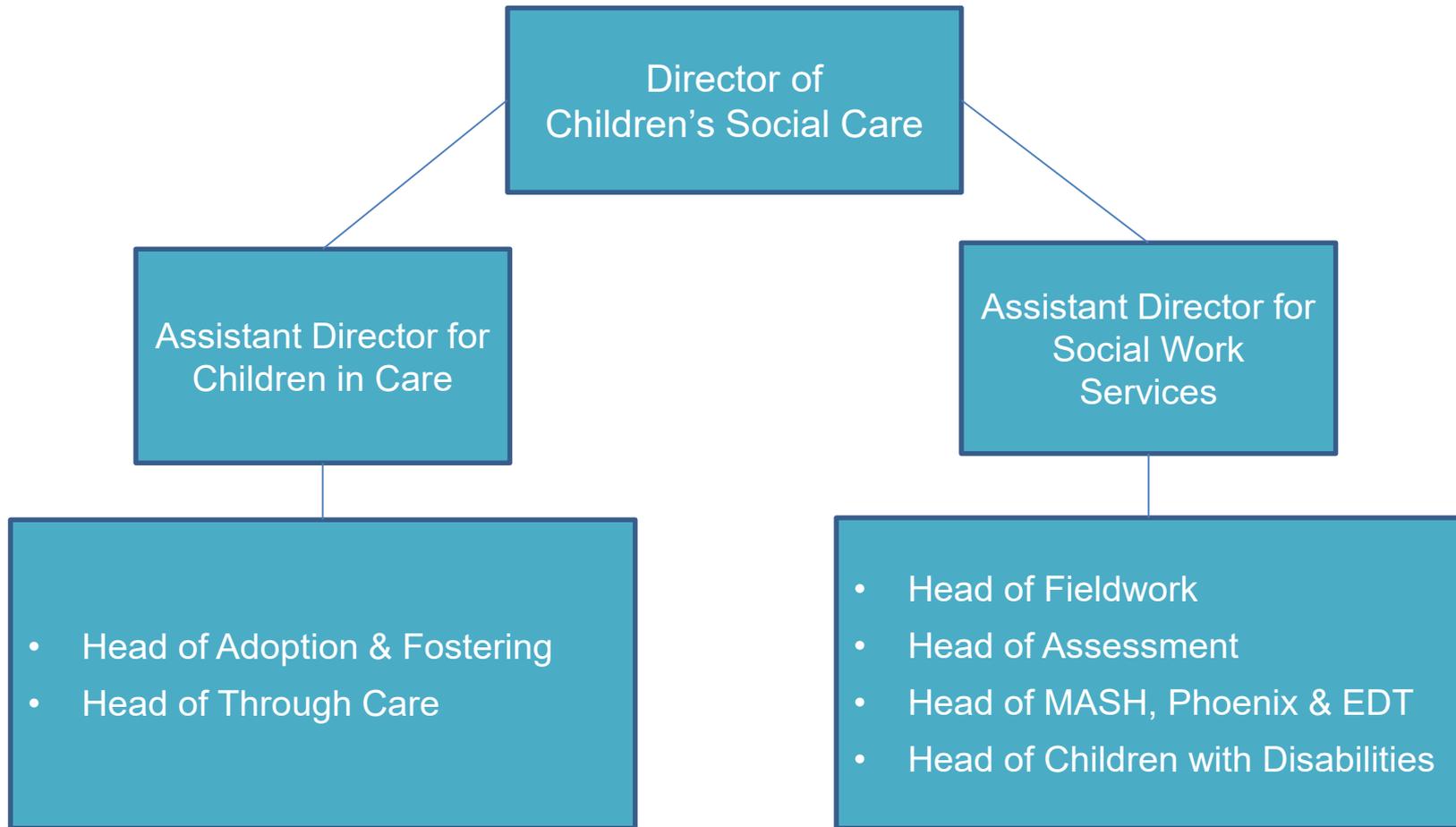
Last update: December 2020



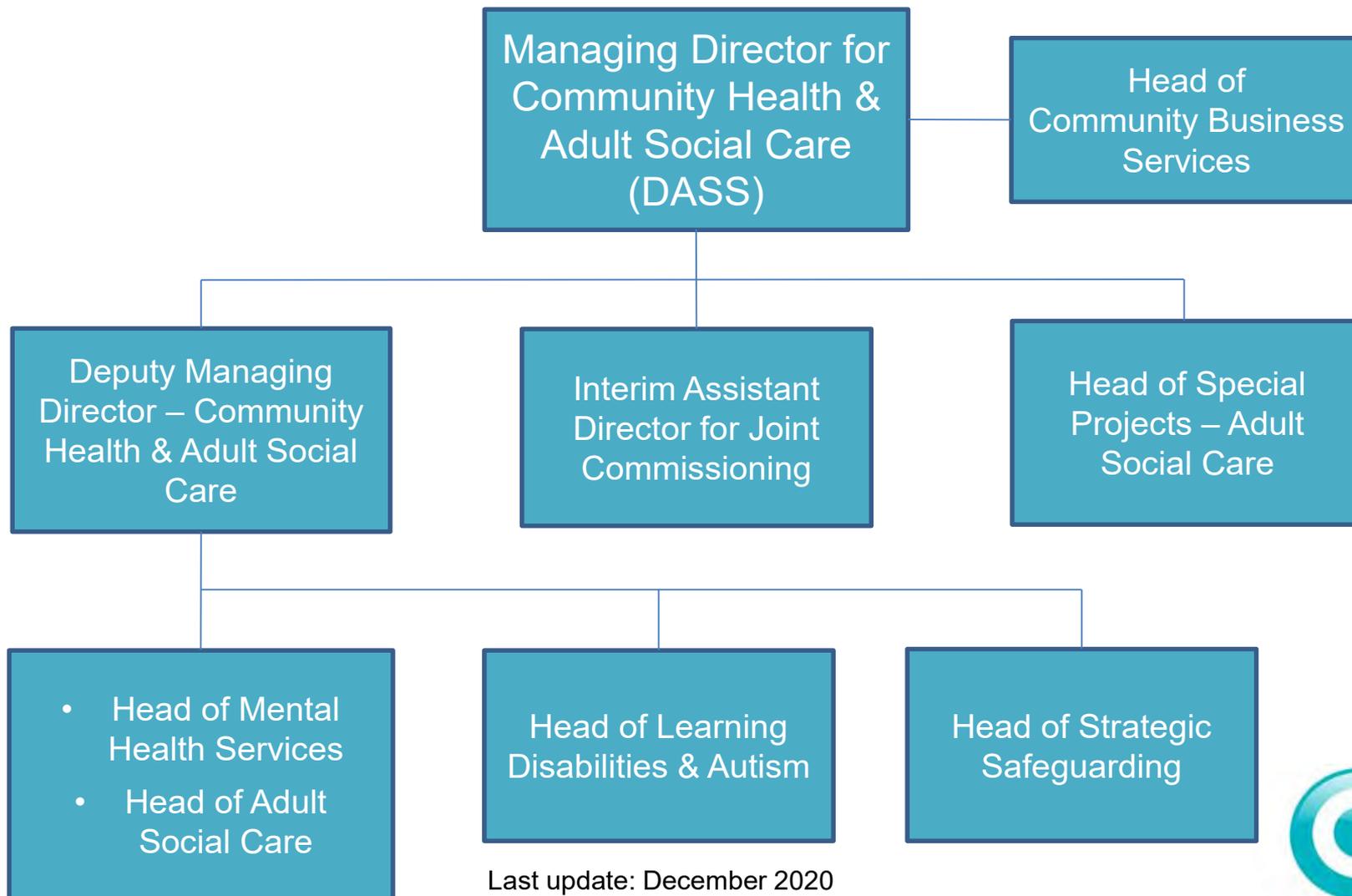
# Roles within the Children & Young People Directorate salaried £50,000+ (Page 4 of 5)



Last update: December 2020



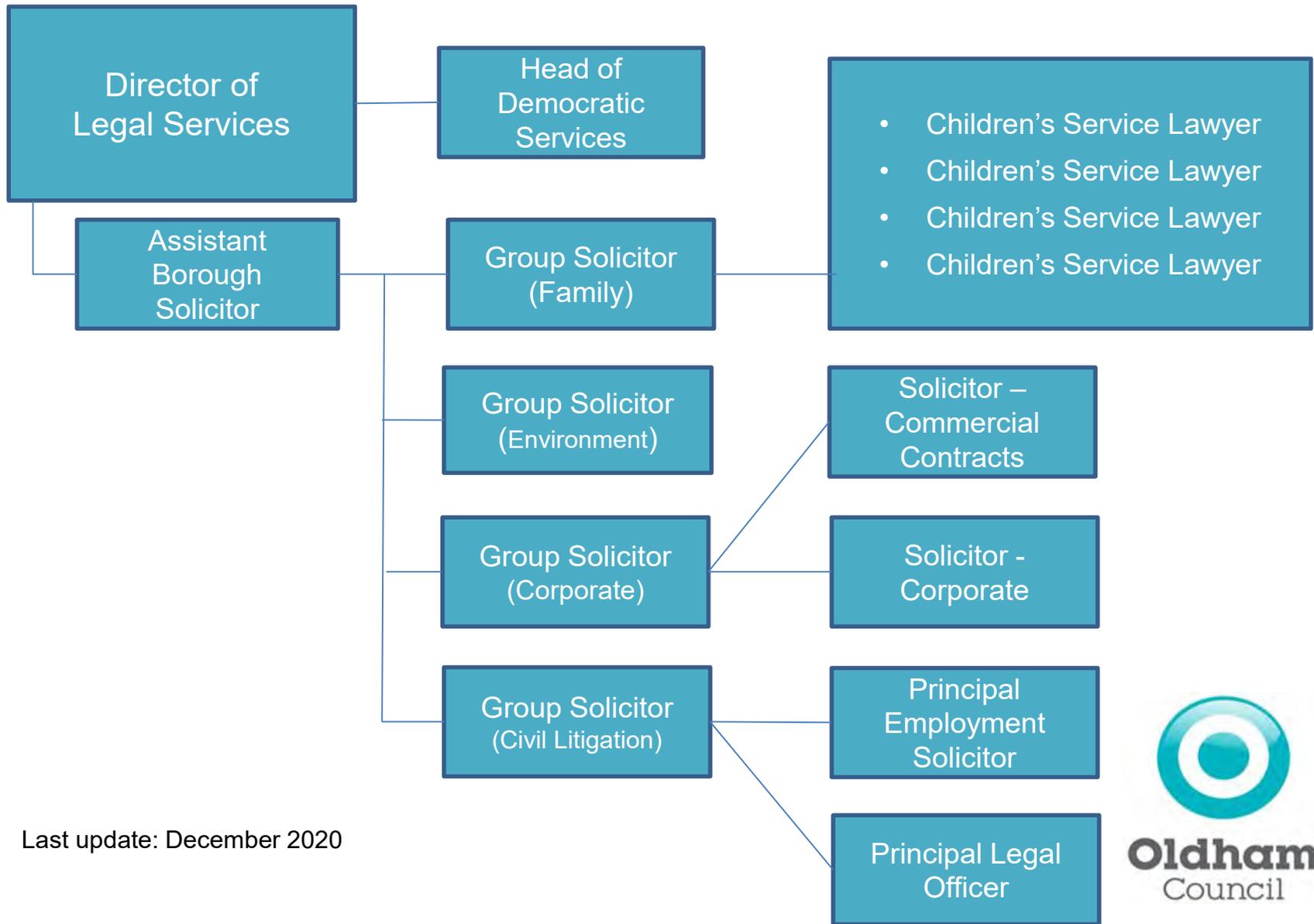
# Roles within Community Health & Adult Social Care salaried £50,000+



Last update: December 2020



# Roles within Legal Directorate salaried £50,000+



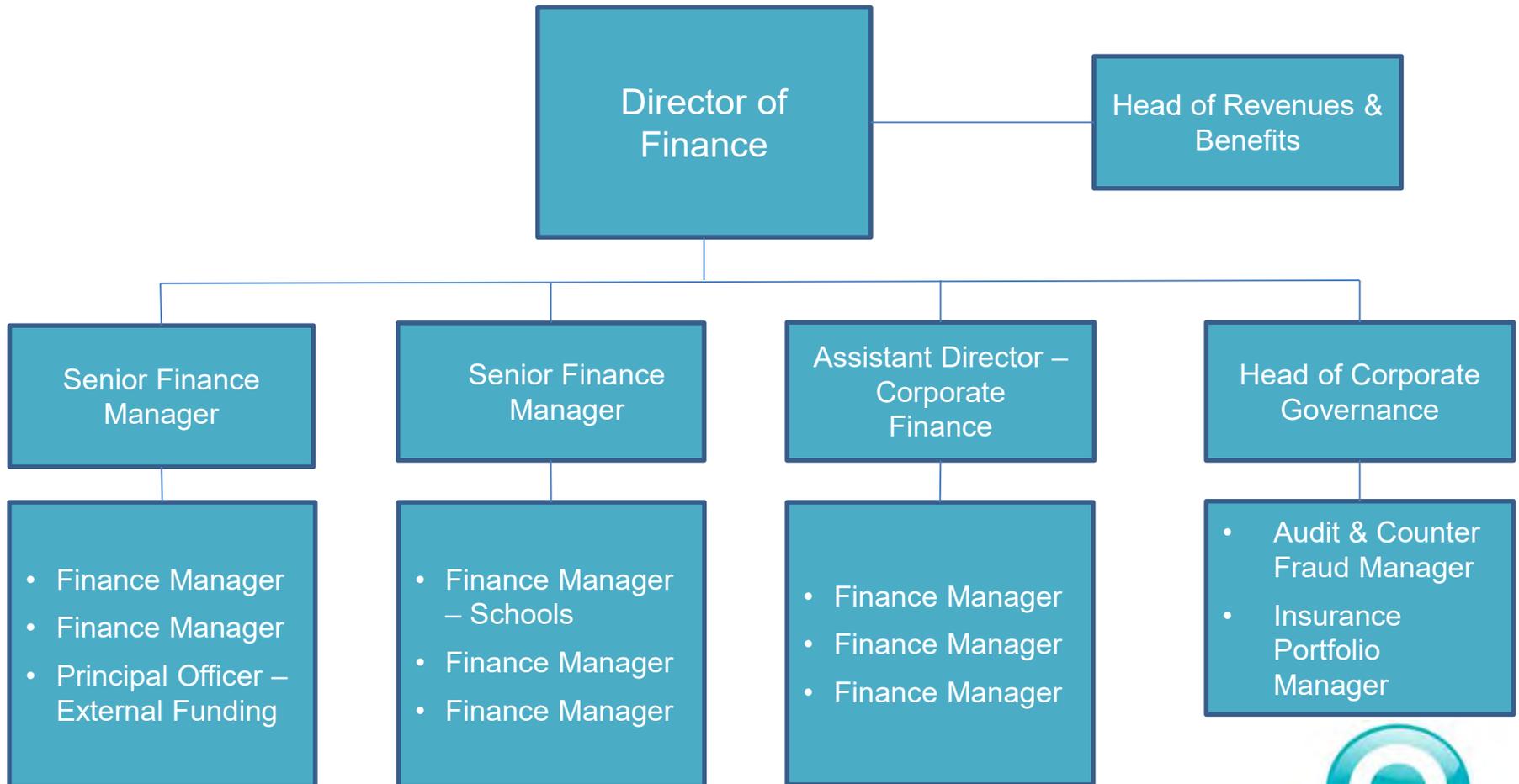
Last update: December 2020

# Roles within Commissioning Directorate earning £50,000+ (Page 1 of 2)



Last update: December 2020

# Roles within the Commissioning Directorate earning £50,000+ (Page 2 of 2)



Last update: December 2020



**Oldham**  
Council



Appendix 12c

# Table 2: Salaries expressed as a ratio of the Chief Executive as at December 2020



**Oldham**  
Council

**Table Two**

**CHIEF EXECUTIVE'S SALARY EXPRESSED AS A RATIO OF OTHER SALARIES**

	£	RATIO
CHIEF EXECUTIVE & ACCOUNTABLE OFFICER (NHS OLDHAM CCG)	£185,169	-
MEDIAN SALARY	£24,491	1 : 7.56
MEAN SALARY	£28,768	1 : 6.44
LOWEST SALARY	£17,842	1 : 10.38

Figures are based on full time equivalent salaries and last updated for December 2020

**Appendix 13**

# **Let's Talk Budget**

## **Summary of Consultation**

**February 2021**

**Paul Shelmerdine and Daniel Harold**

## Introduction

The Let's Talk Budget public consultation launched on 9 November 2020 and received a total of 752 complete responses, with more than 860 people participating during the 12-week consultation period. Broadly, there was agreement with most of the budget proposals. This report is designed to provide an overview of the findings of the consultation.

Almost 33,000 people were engaged with via social media, text message, email and the Oldham Council website in relation to the consultation, while more than 4,000 businesses were also reached via LinkedIn. A further 5,000 businesses received the Oldham Council business newsletter.

These figures only represent those people engaged on our own channels; and do not include those who would have been informed of the consultation via the media, through social media posts from organisations other than the council, or through other means such as via providers.

The survey was hosted on the Oldham Council website, in English, with translated surveys available online in Bengali, Polish, Punjabi, Romanian and Urdu. To encourage take-up among all communities across the borough, 500 hard copies of the survey were also distributed, by post, to a random sample of addresses in communities with lower digital connectivity. Six of these hard copies were received back.

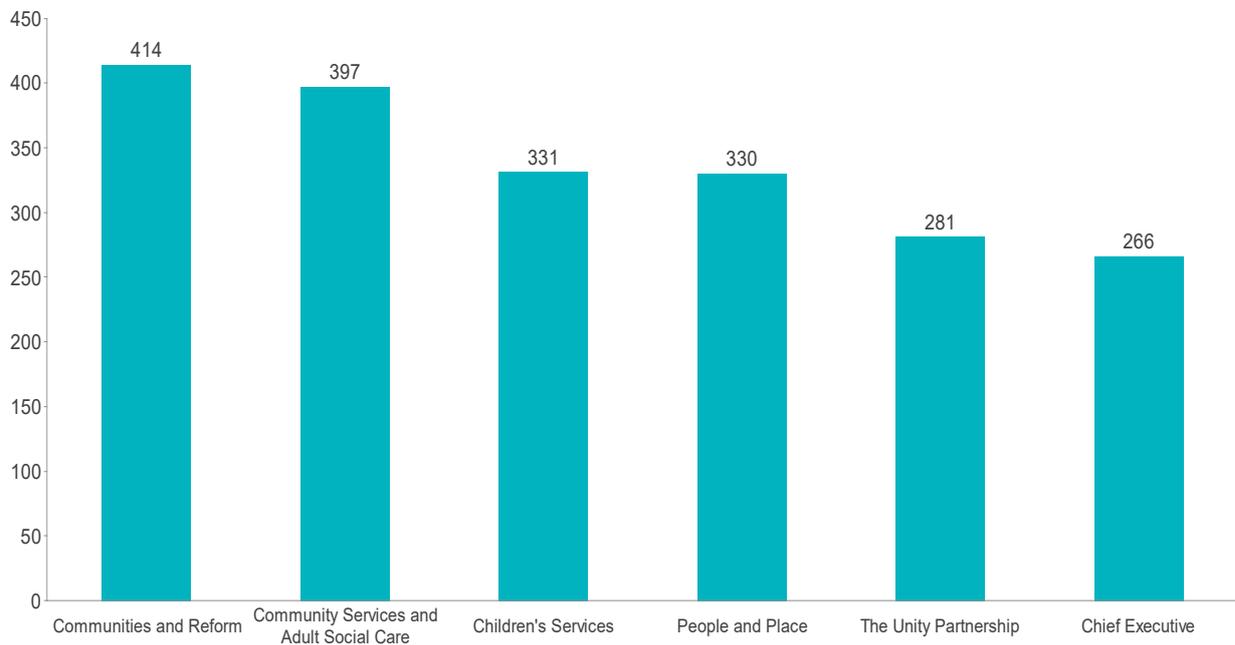


Figure 1: Count of respondents by service area. Source LTB 2020-21 Q3

Figure one illustrates the number of responses by service area, as respondents to the consultation did not have to give feedback on all of the proposals. Most responses (414) were received for Communities and Reform proposals, while the fewest (266) were for Chief Executive's proposals.

Figure two illustrates the number of responses for each week of the consultation. More than half of the responses were received in the first week the consultation was open, with another, smaller, spike in responses at the end of the consultation period.

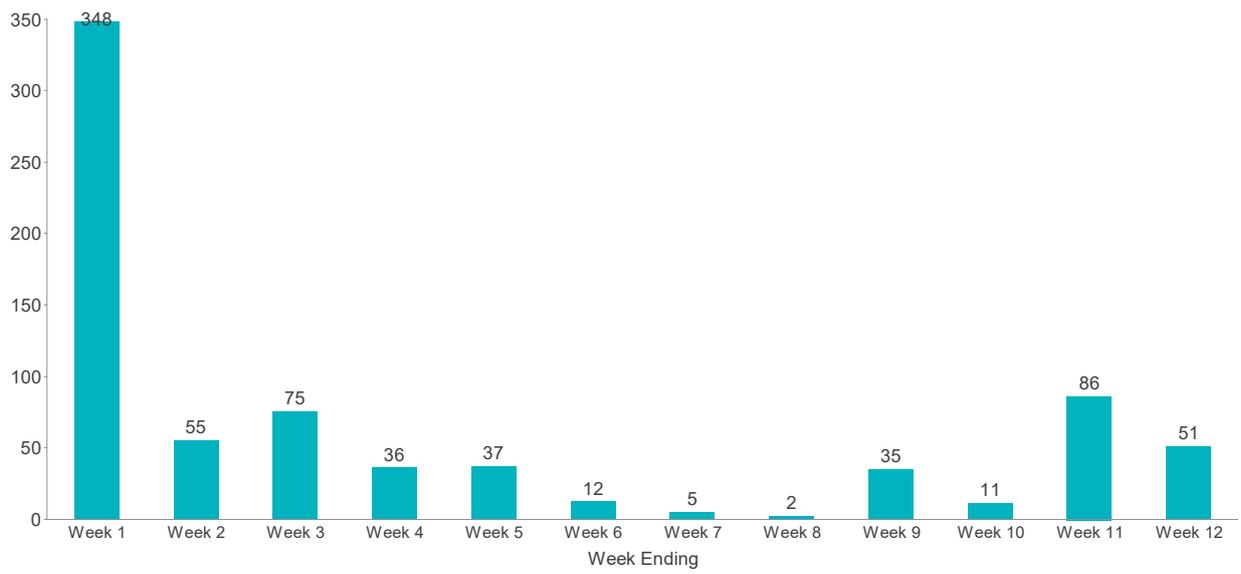


Figure 2: Response count week 1-12. Source LTB 2020-21

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Conclusion.....38

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# Executive Summary

In total, 752 complete responses to the survey were received. In summary:

- Most responses are from those aged 35-64
- 60% of respondents are female
- BAME communities are well represented, with 25% of respondents being from a BAME background
- Around a quarter of respondents stated that they have a physical or mental health condition, or illnesses lasting or expected to last 12 months or more. Of these, around 30% state this health condition limits their lives a lot.
- One in five respondents have a caring responsibility
- Most commonly, respondents were residents.
- 23% of respondents were Oldham Council staff
- A total of 48 businesses/service providers responded.
- Only 1 in 10 respondents identified as being a service user.

Specific service user and provider consultation also took place on individual proposals. For budget proposals across Community Health and Adult Social Care (CHASC), where proposals could lead to changes in individual service provision, conversations will be had with individual service users at the time of assessment/review. This approach is in line with the Care Act 2014.

Meanwhile, external representations were gathered from organisations including Age UK Oldham, Oldham Personal Advocacy Limited (OPAL), The GM Disabled Persons Partnership and The Carers Partnership board, who each undertook direct consultation with service users.

Representation	Method
Age UK Oldham	Men in Sheds asked to complete  The Warwick-Edinburgh Mental Wellbeing Scale (WEMWBS)  Scale Jan-Mar 2021

Most respondents became aware of the consultation via the council website. Social media posts pointing to the online consultation resulted in spikes in responses, as did uses of SMS, newsletters, and e-mail alerts. Around a quarter of those who visited the Let’s Talk Budget webpage went on to complete the survey.

Proposals for Communities and Reform prompted the biggest number of responses from both residents and staff, while proposals regarding the Chief Executive prompted the fewest responses.

Just eight of the 24 budget proposals resulted in predominantly negative consultation responses. These were the proposals relating to Keyring; the Grassroots Day Care Service; Sheltered Housing Support; Age UK Men in Sheds Project; Carers Personal Budgets; Adult Social Care Prevention and Early Intervention Service; Service Review of SEND QEST Team and the proposed Mahdlo funding reduction.

Respondents were also asked to make alternative suggestions for saving money. The common themes that emerged were changing current working practices; reducing the number of Councillors; rationalising the workforce - particularly those most highly paid – and reducing spend of floral displays.

## Respondent Profile

The following is a summary of the demographic makeup of responses. Totals are taken from all known demographics (i.e. those who responded “prefer not to say” are excluded).

Age Group	Count of responses	% Responses
13-17	9	1.4
18-24	15	2.4
25-34	69	11.0
35-44	138	22.0
45-54	150	24.0
55-64	140	22.4
65-74	71	11.3
75 and over	34	5.4
Total	626	100
Gender		
Male	232	39
Female	357	60
Transgender (male)	-	-
Transgender (female)	-	-
Non-binary	-	-
Total	594	100
Health and Wellbeing (Do you have any physical or mental health conditions or illnesses lasting or expected to last 12 months or more?)		
Yes	153	27
No	416	73
Health and Wellbeing (Do any of your conditions or illnesses reduce your ability to carry out day to day activities?)		
Yes, a lot	45	30
Yes, a little	68	45
Not at all	39	26
Caring Responsibility		
No	481	75
Yes >=9hrs	61	9
Yes 10-19 hrs	28	4
Yes 20-34 hrs	14	2
Yes 35-49 hrs	22	3
Yes 50 hrs or more	37	6
Total	643	100

Ethnicity Summary		
BAME	170	25
Non BAME	520	75
<b>Total</b>	<b>690</b>	<b>100</b>

Table 1: Respondent Summary

Respondent Type	Count	% Total
An Oldham resident	598	80
A service user/Client	65	9
Oldham Council staff	157	21
A business owner/provider	48	6
An Elected Member	*	0.1
Other (Please specify below)	50	7
Of those stating "Other" most commonly respondents stated that they are employed in Oldham (n12) or a health professional Health Professional (n6)/ Others included young persons, Charity/Third Sector worker, youth worker, commercial property worker, consultant, family live in Oldham, former resident amongst others.. <sup>1</sup>		

Table 2: Respondent Type

---

<sup>1</sup> Figures suppressed if <=5

## Positively received Proposals

	Responses	Agree	Disagree	Net Agreement
Transformation of the Contact Centre (PPL-BR1-421)	254	78%	11%	67%
Registrars Service Restructure (CEX-BR1-447)	235	71%	10%	61%
Reducing the cost of SEND placements (CHS-BR1-441)	313	71%	17%	55%
External Placements for Children – reducing costs (CHS-BR1-443)	313	71%	19%	52%
Reduction in member budgets (REF-BR1-418)	376	67%	17%	50%
Districts Realignment (REF-BR1-416)	372	62%	12%	49%
Gallery Oldham opening times (REF-BR1-413)	384	61%	24%	37%
Sports Development (REF-BR1-422)	369	54%	22%	32%
Reshaping the Early Help Service (CHS-BR1-442)	320	60%	28%	31%
Restructure of Neighbourhood Enforcement Team (PPL-BR1-409)	295	50%	24%	25%
School Swimming (REF-BR1-428)	368	50%	27%	23%
Adult Social Care Brokerage (CSA-BR1-427)	339	46%	30%	15%
Supported living and learning disabilities (CSA-BR1-430)	337	44%	32%	12%

Table 3: Positively Received Proposals

Table three shows the 13 positively received budget savings proposals. This is significantly greater than the 8 received less favourably. Of these, proposals 421 (Transformation of the Contact Centre), 447 (Registrars Service Restructure) and 441 (Reducing the cost of SEND placements) received the highest levels of agreement.

## Proposals with neutral agreement

	Net Agree	Area of Service (Click for more details)
Youth Service Kerching (REF-BR1-417)	5%	<a href="#">Communities and Reform</a>
Adult Services - Providing support in different ways (CSA-BR1-423)	2%	<a href="#">Community Services Adult Social Care</a>
Reduction in Traineeship Programme (CHS-BR1-437)	-1%	<a href="#">Children's Services</a>

Table 4: Proposals with neutral agreement

Table four shows the three proposals that received a net neutral agreement (i.e. where the level of disagreement and agreement was not significantly strong).

## Negatively received Proposals

	Count	Agree	Disagree	Net Agreement
Reduction in Traineeship Programme (CHS-BR1-437)	313	37%	40%	-3%
Adult Social Care Prevention and Early Intervention Service (CSA-BR1-434)	340	31%	43%	-12%
Closure of Grassroots Day Care Service - Failsworth (CSA-BR1-431)	351	33%	46%	-13%
Cease funding for Age UK Men in Sheds Project (CSA-BR1-436)	346	31%	50%	-19%
Mahdlo Funding Reduction (REF-BR1-415)	391	35%	54%	-20%
Carers Personal Budgets (CSA-BR1-426)	339	27%	53%	-26%
Sheltered Housing Support (CSA-BR1-433)	357	25%	54%	-28%
Service Review of SEND QEST Team (CHS- BR1-440)	312	23%	57%	-34%
Keyring (CSA-BR1-429)	363	12%	73%	-60%

*Table 5: Negatively Received Proposals*

Table five highlights the eight proposals where a greater number of respondents said they were against the proposal, compared to those in favour. Of these, proposal 429 (Keyring) received by far the highest net level of disagreement, with 73% of respondents disagreeing with the proposal.

	An Oldham resident	A service user/Client	Oldham Council staff	A business owner/provider
Service review of SEND QEST Team	59%	76%	44%	59%
Reduction in traineeship programme	38%	47%	33%	41%
Mahdlo Funding Reduction	37%	50%	28%	39%
Keyring	72%	79%	74%	65%
Sheltered Housing Support	55%	58%	44%	69%
Cease funding for Age UK Men in Sheds Project	51%	53%	39%	75%
Adult Social Care Prevention and Early Intervention Service	42%	42%	33%	53%
Carers Personal Budgets	55%	47%	42%	50%
Sheltered Housing Support	55%	58%	44%	69%

Table 6: Negative response by respondent type

Table six illustrates the respondent type of those stating a level of disagreement with each of the eight proposals. As can be seen for proposal 429 (Keyring), 79% of service users/clients disagreed with the proposal, with nearly three-quarters of Oldham residents and Oldham Council staff also disagreeing.

Proposal (Ref)	Net Agreement	Key Themes	Suggestion Specifics
Keyring (CSA-BR1-429)	-60%	<ol style="list-style-type: none"> <li>1. Impact on vulnerable people/carers/children (54%)</li> <li>2. Impact on other services (27%)</li> <li>3. Financial impact (19%)</li> </ol>	<ul style="list-style-type: none"> <li>• Keyring and Targeted Adults support need to be looked at together</li> <li>• Bring the service in house</li> </ul>
Service Review of SEND QEST Team (CHS- BR1-440)	-34%	<ol style="list-style-type: none"> <li>1. Impact on vulnerable people/carers/children (45%)</li> <li>2. Impact on other services (43%)</li> <li>3. Financial impact (12%)</li> </ol>	<ul style="list-style-type: none"> <li>• Deliver the service with a charge attached</li> <li>• Focus on the core offer to increase efficiency</li> </ul>
Sheltered Housing Support (CSA-BR1-433)	-28%	<ol style="list-style-type: none"> <li>1. Impact on vulnerable people/carers/children (87%)</li> <li>2. Impact on other services (9%)</li> <li>3. Financial impact (4%)</li> </ol>	<ul style="list-style-type: none"> <li>• Could be included in housing benefit allowance</li> <li>• Link with other services, e.g. housing young people as wardens</li> </ul>
Carers Personal Budgets (CSA-BR1-426)	-26%	<ol style="list-style-type: none"> <li>1. Impact on vulnerable people/carers/children (66%)</li> <li>2. Financial impact (24%)</li> <li>3. Impact on other services (10%)</li> </ol>	<ul style="list-style-type: none"> <li>• Look at means testing instead</li> <li>• Providing a support network and being listened to by the social care system</li> </ul>
Mahdlo Funding Reduction (REF-BR1-415)	-20%	<ol style="list-style-type: none"> <li>1. Impact on vulnerable people/carers/children (74%)</li> <li>2. Impact on other services (21%)</li> <li>3. Financial impact (5%)</li> </ol>	<ul style="list-style-type: none"> <li>• Parents should pay some towards the cost</li> <li>• Outsource, especially on school days</li> </ul>
Cease funding for Age UK Men in Sheds Project (CSA-BR1-436)	-19%	<ol style="list-style-type: none"> <li>1. Impact on vulnerable people/carers/children (81%)</li> <li>2. Impact on other services (17%)</li> <li>3. Financial impact (2%)</li> </ol>	<ul style="list-style-type: none"> <li>• Merge Men in Sheds and Grassroots</li> <li>• Reduce funding by 1/2</li> </ul>
Closure of Grassroots Day Care Service - Failsworth (CSA-BR1-431)	-13%	<ol style="list-style-type: none"> <li>1. Impact on vulnerable people/carers/children (84%)</li> <li>2. Impact on other services (8%)</li> <li>3. Financial impact (8%)</li> </ol>	<ul style="list-style-type: none"> <li>• Reduce opening hours</li> <li>• Keep open through community action, grant applications, fundraising</li> </ul>
Adult Social Care Prevention and Early Intervention Service (CSA-BR1-434)	-12%	<ol style="list-style-type: none"> <li>1. Impact on vulnerable people/carers/children (49%)</li> <li>2. Impact on other services (35%)</li> <li>3. Financial impact (16%)</li> </ol>	<ul style="list-style-type: none"> <li>• Work closer with other agencies</li> <li>• Bring back in-house support workers</li> </ul>

Table 7: Negative Agreement Themes and suggestions

Table seven summarises some of the key themes emerging from the consultation around the negatively received proposals. As can be seen, the main theme that emerged from each of the proposals was that respondents feared the implementation of the proposal would have a negative impact on vulnerable people, carers and/or children.

## Resident Feedback

The following is a summary of feedback received from respondents around the eight most contested budget saving proposals. All figures are taken from respondent base. Where percentage totals exceed 100% participants multiple option responses have been permitted.

### Keyring

	Count of Impact on vulnerable people	Count of Impact on other services	Count of Financial impact
Oldham Resident (n146)	66%	26%	22%
Service User (n23)	61%	13%	17%
Oldham Council Staff (n34)	59%	50%	35%
Business Owner/Provider (n6)	67%	33%	17%
Other Please specify (n19)	74%	58%	32%

Table 8: Keyring feedback summary

Table eight shows that there was a concern among various types of respondent about the impact that this proposal would have on vulnerable people. Additionally, there was also a concern about the impact that this would have on other services across Oldham. Table nine shows that for most respondents the impact on vulnerable people was their primary concern. A virtual meeting held with members of Greater Manchester Disabled People Partnership (GMDPP) had a strong focus on this proposal. Details of this meeting can be found in the appendices.

## **External Representations**

### **Oldham Personal Advocates Limited (OPAL) response to Keyring Proposal**

Three sessions took place in December, via Zoom. Members were offered the opportunity to have 1:1 discussion if they didn't feel comfortable speaking within a group setting or they could use the Chat facility on the platform. Some members also relayed comments after the events. A total of 29 individuals contributed

#### **Summary**

All members consulted felt Keyring service is of great benefit to individuals and the wider community. Feedback from current users of the service was overwhelmingly positive. Members like the fact that they are also connected to each other through the social hub and this gives opportunities to develop friendships/relationships and networks of support. Members also referred positively to the relationships they have developed with Keyring staff and feel they are "trustworthy" and "reliable".

One point that was repeatedly brought up by many service users was that without Keyring they wouldn't know where to turn. Any help and referrals that have been made to other services have been through Keyring.

All members thought a cut in this service would cause problems, with potentially serious repercussions, particularly for people's mental health. Some members commented they may access other local authority or health services, therefore the potential impact of a cut in funding may lead to higher demand for these services. Other members commented that they would experience issues such as debt, health deterioration, abuse, family breakdown/isolation and homelessness if they did not receive this support.

#### **Emerging themes:**

- issues of loneliness and isolation- including joining in hub activities to make friends and leave the house, enrolling in learning
- financial problems- including debt and benefits
- support with health matters, including mental health including reading letters, making appointments, collecting prescriptions, accessing healthy minds
- Keyring provides support in these areas reduces the need for crisis intervention later.
- Members commented that their issues would have worsened without the Keyring service.

## Greater Manchester Disabled People Partnership

### Method

A virtual meeting held on zoom was held on Thursday 28 January 2021 by Greater Manchester Disabled People's Panel (GMDPP). The session, chaired by the Outreach and Development Lead, was attended by 22 including representatives of Keyring and several service users. A [transcript](#) of the meeting can be found in the appendices

Attendees spoke to the impact of the support offered by keyring and the impact that the reduction in funding would have:

*My wife and I constantly need them. I was in hospital for four and a half months roughly. I had been in a coma and my wife was vulnerable. Keyring checked in on her every day. I would not be here today without Debbie and Keyring. They are lovely, lovely people. We need them here; I cannot praise them enough. We would have been totally lost without them. They have helped me with me everyday bills because we are literally cluelessly when it comes to bills. We would not be here without them. **Keyring Service User***

Service Review of SEND QEST Team (CHS- BR1-440)

	Count of Impact on schools	Count of Financial impact	Count of Impact on families/children
Oldham Resident (n123)	49%	12%	50%
Service User (n22)	45%	18%	64%
Oldham Council Staff (n26)	35%	15%	42%
Business Owner/Provider (n8)	13%	25%	13%
Other Please specify (n7)	57%	29%	14%

Table 9: Service Review of SEND QEST Team Feedback Summary

Table nine shows there was considerable concern among the respondents that this proposal would have an impact on schools – nearly a half of Oldham residents who responded left comments to this effect. There was also widespread concern among Oldham residents and service users that this would have an impact on families and children. A selection of the comments received can be found below.

‘I have used the services of QUEST team, which already seems understaffed. They offer a valuable service to parents like me, when schools can't offer any assistance or advise. When I feel like I can't get the school to support my child, the QUEST team have been able to offer guidance that has been useful. **Without the QUEST team, schools will reduce further, individual help and support for SEN children.** It will impact negatively on SEN children's education in the long term’

‘**Schools are unlikely** to have the **ability to pay for a different provider** likely to be of higher cost. This will mean that additional services will not be delivered’

‘Overall, the **cost to the public purse could be higher** if schools need to find other providers for the service’

‘You would **need to be more transparent** about **how** they would **buy in** the **other services** as my child's primary school said there was no money for this anyway so still don't know what their learning disability is so if they can't afford this how would they afford something else’

## Sheltered Housing Support

	Count of Impact on people	Count of Impact on other services	Count of Financial impact
Oldham Resident (n100)	67%	7%	2%
Service User (n15)	47%	7%	7%
Oldham Council Staff (n21)	48%	14%	10%
Business Owner/Provider (n4)	75%	0%	0%
Other Please specify (n12)	58%	8%	8%

Table 10: Sheltered Housing Support Feedback Summary

As can be seen in the table ten, there was concern among respondents that this proposal would have an impact on people, with two-thirds of Oldham residents responding that this would be the case. A selection of their comments can be found below.

**'For elderly people who have no family this may be the only support or help they receive'**

**'Independent living is essential cutting this would lead to an increase in people being put into care homes'**

**'Sheltered housing helps to support independence of older people and is a far less costly alternative than care home/nursing home and hospital options'**

**'This 'work with' sounds vague. I can't support this without more information on what that is and that the tenants won't be adversely affected'**

**Carers Personal Budgets**

	Count of Impact on carers	Count of Financial impact	Count of Impact on other services
Oldham Resident (n89)	54%	20%	9%
Service User (n14)	29%	29%	0%
Oldham Council Staff (n15)	60%	27%	7%
Business Owner/Provider (n3)	33%	0%	33%
Other Please specify (n14)	64%	43%	14%

*Table 11: Carers Personal Budgets Feedback Summary*

Table eleven shows that there was significant worry among respondents that this proposal would have a negative impact on carers - over half of Oldham Council staff and over half of Oldham residents who responded believed that this would be the case. A selection of their comments can be found below.

‘As someone who was a carer for a family member this **would have made life unbearable. Carers do not have time to apply for extra resources or funding** it is often exhausting to be able to keep in contact about circumstances with the council or healthcare provider let alone dealing with anything else’

‘All this will do is mean less family can afford to care so **more demand will be placed on adult social care.** Adult social care is already greatly stretched’

‘Without carers, the **cost to adult social care** would be **a lot more than £100,000.** People need money not training’

‘Reservations on this, **without any knowledge of how this allowance is calculated,** it seems **inappropriate to restrict funding** for the role of unpaid carers in this way, as they provide such an essential service’

**Carers Partnership Board**

Method:

The proposal was shared by the independent chair of the Carers Partnership Board to members of the board not employed by the Council or CCG (n11) a total of 3 responses received.

The response states the board:

“**AGREE**’ with the proposal, subject to account being taken of the following comments and actions which may help to mitigate any potential impact on informal carers of the proposed budget reduction and more generally.”

The board suggest several mitigating actions advice for carers around welfare rights and benefits advice is strengthened within the carers assessment/support planning process and offered systematically to all carers.

Mahdlo

This proposal has raised considerable public interest including press coverage, representations from the rotary club and a petition signed by over 800 people.

	Count of Impact on people	Count of Impact on other services	Count of Financial impact
Oldham Resident (n173)	65%	19%	4%
Service User (n24)	67%	13%	4%
Oldham Council Staff (n36)	56%	3%	6%
Business Owner/Provider (n17)	71%	35%	0%
Other Please specify (n15)	60%	13%	0%

Table 12:Mahdlo feedback Summary

Table twelve shows that there was significant concern that this proposal would have a negative impact on people – high levels of concern among residents, service users, Council staff, business owners and others. A selection of their comments can be found below.

“Mahdlo is not the only youth provision in Oldham and is currently looking at the figures they released recently shows **it isn't running efficiently**. However, this **should not be cut fully** as they **benefit many young people across Oldham** however, they can be dramatically cut funding wise as they could run more efficiently”

'Madhlo is a **lifeline** to **many children, young people** and **families**'

'Cutting funding would massively effect capacity and **less activities for children** to attend. Therefore, more young people are out on the street engaging in negative behaviours. Consequently, putting **pressure on services** that are already stretched such as **mental health** and the **police**'

'The **Covid 19 pandemic** has had such a **massive impact on children and young people** which will take years to re-build, so by **cutting the budget now** would have a long and more damaging effect on the young people of Oldham and **cost far more in the long run**'

'this could potentially leave **young people with nothing to do, nowhere to go** leading to a **bigger cost in crime prevention** and a rise in ASB'

Impact on Services

The following is a summary of the projected impact on services on reduced funding. Source Equality Impact Assessment completed by Mahdlo (Supported by Oldham Council).

	Delivery Impacts	Other delivery impacts:
Year 1 – 21/22	<p>The reduction in funding in year one will result in reduction in staffing, including deleting vacant roles.</p> <p>The main impact on delivery schedule will be:</p> <ul style="list-style-type: none"> <li>• Ceasing the Duke of Edinburgh open access scheme.</li> <li>• Ceasing 5 twilight sessions per week.</li> <li>• Reduction of number of staff in some sessions</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in some activities available such as get outdoors, trampolining, archery and arts currently provided by free-lance professionals</li> <li>• Reduction in capacity to seek external funding opportunities for activity and projects.</li> <li>• Reduction in staffing levels in some sessions.</li> <li>• Increase in responsibilities and tasks for some staff to pick up some of the tasks from redundant posts</li> </ul>
Year 2- 22/23	<p>Reduction in £100k funding in year 2</p> <p>Main impact of delivery schedule would be:</p> <ul style="list-style-type: none"> <li>• Ceasing the delivery of a district offer</li> <li>• Ceasing the pickup service ( transportation service for young people in district to access the Mahdlo centre for sessions in the evening)</li> <li>• Ceasing delivery of employability programme</li> <li>• Reduction in mental health and wellbeing post and targeted offer.</li> </ul>	<p>These are currently externally funded, and further external funding would be required to enable the work to continue. Mahdlo have stated they would look to fund these from their core budget, but this would not be possible with a £100k reduction in council funding.</p> <p>Mahdlo have also shared they have taken action this year to reduce their revenue costs by £300,000 reducing management, back office roles and reducing open hours on a Sunday.</p>

External Representations

**Rotary Club**

Representations have been made from four local Rotary clubs regarding proposal 415. The letter from Oldham Metro, Saddleworth, Chadderton and Failsworth, and Crompton and Royton Rotary clubs – asks Oldham councillors, the council’s executive management team and MP’s Jim McMahon and Debbie Abrahams to abandon the proposal. A response by Angela Rayner MP can be found in the appendices

**Mahdlo Petition**

*“Mahdlo, Oldham’s young people’s charity is appealing to Oldham Council to reconsider proposed budget cuts to the vital youth work services it provides.”*  
<https://www.change.org/p/the-community-of-oldham-no-funding-cuts-for-mahdlo?redirect=false>

A [petition](#)<sup>2</sup> organised via Change.org by Mahdlo has at the time of reporting received 836 signatures. At this moment, this petition has yet to be submitted for consideration.

*My children use Mahdlo in "normal times" and love going. Like the rest of the children who use this service it's a safe environment for them to meet up with friends , improve social skills , meet new people and take part in activities they may not usually have access to. Mahdlo is a support staple for many families within the local area and for any funding to be cut could/would be devastating for the families of Oldham who rely on the support of Mahdlo .**Parent of Service user***

Of the 836 signatories, 21 supplemented their response with a reason for their responses. All responses are of a positive nature. The following themes emerged.

	Total	%
Direct Appeal	10	48%
Invest in future	3	14%
Much needed support during lockdown	3	14%
Support for families	2	10%
Safe Environment	1	5%
Specialist support	1	5%
Impact on Mental Health	1	5%

Table 13: Mahdlo petition summary (n21)

<sup>2</sup> Petition started 21 January 2021

Men in Sheds

	Count of Impact on other services	Count of Impact on people	Count of Financial impact
Oldham Resident (n1117)	9%	47%	2%
Service User (n20)	10%	30%	0%
Oldham Council Staff (n29)	7%	38%	3%
Business Owner/Provider (n6)	33%	33%	0%
Other Please specify (n13)	15%	69%	0%

Table 14: Men in Sheds Feedback Summary

Table fourteen shows that there was concern among many different types of respondent that this proposal would have a negative impact on people. Nearly half of Oldham residents who responded believed that this would be the case. A selection of their comments can be found below.

‘Suicide rates in men are on the increase and this allows men of a certain age to continue to socialise with people and **reduce the risk of isolation and deterioration in mental health**’

‘Could result in **more demand elsewhere** especially in Mental Health’

‘isolation and **deterioration in mental health** causing **higher cost** to the LA’

‘It **doesn’t mention how many men** are being **supported** through this funding which makes it **difficult to base a decision on**’

A formal response from [Age UK Oldham](#) demonstrates the value that the Men in Sheds programme offers across its two sites in Greenfield and Oldham.

- Take more control, improve their life chances, reduce risks to health and live well and adopt healthy lifestyles;
- Access care and support at an earlier stage;
- Manage their own conditions and live independently.

Referrals to other agencies including mental health, social services, job centre, stroke unit with providers recognising the effectiveness of our service in supporting men with long term health conditions; improving physical and mental health / emotional wellbeing; and improving access to services / activities and benefits.

Positive impacts around social isolation, wellbeing, confidence and self-worth

Discussions around the proposal facilitated by the GMDPP further highlighted the impact of the Men in Sheds offer

“We have roughly about 53, maybe 54 members based at both sheds. We have a shed in Greenfield which is open two days a week and we also have a shed in Failsworth which is open two days a week. Across those two sites across those four days, we have about 5,353 members who attend. Some of them have got varying levels of mental health problems. We have a few that come just because they are lonely and social isolation seems to play the biggest part in that. They're able to come and make friends. If you've got skills, you can share the skills and a lot of them just like to get out for the company. But, as I was saying, we have lots of community support. It's a really, really good service”. Men in Sheds Representative

“ I have been visiting Men in Sheds for the last 18 months to two years. It's been a very valuable thing to me, because at the time, my wife was suffering from dementia, and I needed somewhere to go, you know, just to give me a break from caring. And it was just an outlet for me. And the outlet was that I was able to meet men of similar age to me, and chat to them do things and learn things from them. And it was just the community thing, and I think it's so special that you can get together to talk about things and do things together. If the funding is going to be taken away it might be better to share the money around to give everybody a bit each to try and carry on”. Men in Sheds Service User

“We [Holroyd Family Foundation] recently supported Men in Sheds Greenfield with a £10,000 donation to expand their services. This proposal obviously then came as a bit of a shock. It really struck a chord because I visited the site and saw the people they help. I just couldn't see another place that these people would go to. They combat so many different things, you can't highlight everything, but loneliness, you know, mental health, all sorts. It's an incredible facility in Greenfield so that's why we had put proposals together to expand the site, so the proposal just seems counterintuitive to us”. Holroyd Family Foundation representative

## Grassroots Daycare

	Count of Impact on people	Count of Financial impact	Count of Impact on services
Oldham Resident (n114)	50%	5%	2%
Service User (n22)	45%	5%	5%
Oldham Council Staff (n24)	46%	0%	0%
Business Owner/Provider (n6)	17%	0%	0%
Other Please specify (n13)	46%	8%	23%

Table 15: Grassroots Daycare Response Summary

Table fifteen shows, there was significant concern that this proposal would have a negative impact on people. Half of Oldham residents who responded, and nearly half of service users and council staff shared the concern about this proposal. A selection of their comments can be found below.

**'Other facilities** offering these opportunities are **too far away** for people to access'

'The **impact** this has on users of the site will **end up costing you more**'

'I am **not sure** if the "**similar day care activities**" are **the same** so would like **more information**'

## Adult Social Care Prevention and Early Intervention Service

	Count of Impact on other services	Count of Impact on people	Count of Financial impact
Oldham Resident (n84)	24%	35%	11%
Service User (n15)	13%	40%	7%
Oldham Council Staff (n16)	25%	19%	19%
Business Owner/Provider (n4)	25%	75%	0%
Other Please specify (n13)	23%	31%	15%

Table 16: Adult Social Care Prevention and Early Intervention Service Response Summary

Table sixteen shows there was concern among respondents that this would have an impact on people. Three quarters of business owner/providers believed that this would be the case, and 40% of service users also shared this concern.

'this is a **vital service** that has **prevented** many **vulnerable people** from **becoming homeless**'

'Why remove funding from one service to then have **increased demand on other services**. I can't see that this would in fact deliver any savings'

'This would be a **short-sighted cost saving**: costs would **increase further down the line** when the adults hit crises point'

## **Suggestions**

Participants were asked for suggestions for savings. Those contributing mostly contributed suggestions for other savings other than those proposed. Table seventeen summarises alternative savings proposals offered by respondents. All but two relate to savings in the CHASC directorate (Table 17)

### **Age UK proposal (Cease funding for Age UK Men in Sheds Project (CSA-BR1-436))**

*In response to the proposed withdrawal of the funding, we have looked for alternative ways to fund the service and of course kept our service users and staff informed that the service may need to close. Having seen the positive impact that the Shed makes to the men's lives and concerned that the service may end the Holroyd Family Foundation have made an offer to contribute £10k annually over 2 years and our Board have also agreed to supplement this by £15,640k per year to enable continuation of the service. We would like the council to consider this match funding proposal which would reduce the Council's current expenditure by £25,640 – a relatively small amount for such a valuable preventative service.*

Proposal (Ref)	Suggestion Specifics	Service Response
Keyring (CSA-BR1-429)	<ul style="list-style-type: none"> <li>• Keyring and Targeted Adults support need to be looked at together</li> <li>• Bring the service in house</li> </ul>	<p>Keyring and Targeted Adults Prevention are being looked at together already. This won't mitigate the need for savings but may provide opportunities for more reach. Bringing the service in house would cost more so this wouldn't be a viable alternative</p>
Sheltered Housing Support (CSA-BR1-433)	<ul style="list-style-type: none"> <li>• Could be included in housing benefit allowance</li> <li>• Link with other services, e.g. housing young people as wardens</li> </ul>	<p>It is for the housing providers to determine whether they wish to continue to provide the support and how.</p> <p>Funding through Housing Benefit is an option that they will be exploring</p>
Carers Personal Budgets (CSA-BR1-426)	<ul style="list-style-type: none"> <li>• Look at means testing instead</li> <li>• Providing a support network and being listened to by the social care system</li> </ul>	<p>In relation to means testing, I think the wider spectrum of carers would not welcome this approach as it would mean for the budgets we provide, most would get either no financial support or an amount that would not enable them to do the things they wish to do.</p> <p>We can explore providing support networks for carers and already fund a number of these – they provide both formal and informal support into the social care system – our role would likely be to promote these further – we will capture in the EIA.</p> <p>We are also developing a co-production panel and carers will be a key cohort within this engagement approach so they can link in through this model too.</p>
Cease funding for Age UK Men in Sheds Project (CSA-BR1-436)	<ul style="list-style-type: none"> <li>• Merge Men in Sheds and Grassroots</li> <li>• Reduce funding by ½</li> <li>• Funding match (see below)</li> </ul>	<p>The services have different cohorts and purposes so merging wouldn't be an option.</p>

Closure of Grassroots Day Care Service - Failsworth (CSA-BR1-431)	<ul style="list-style-type: none"> <li>• Reduce opening hours</li> <li>• Keep open through community action, grant applications, fundraising</li> </ul>	
Adult Social Care Prevention and Early Intervention Service (CSA-BR1-434)	<ul style="list-style-type: none"> <li>• Work closer with other agencies</li> <li>• Bring back in-house support workers</li> </ul>	
Mahdlo Funding Reduction (REF-BR1-415)	<ul style="list-style-type: none"> <li>• Parents should pay some towards the cost</li> <li>• Outsource, especially on school days</li> </ul>	
Service Review of SEND QEST Team (CHS- BR1-440)	<ul style="list-style-type: none"> <li>• Deliver the service with a charge attached</li> <li>• Focus on the core offer to increase efficiency</li> </ul>	

Table 17: Proposal alternatives

Other suggestions

Children's Services

The largest category of suggestions fell within the theme of looking at current practices and potentially improving them (43%). The suggestions in this theme were wide-ranging and encompassed everything from a Digital First strategy to having PA's work the same hours as youth workers:

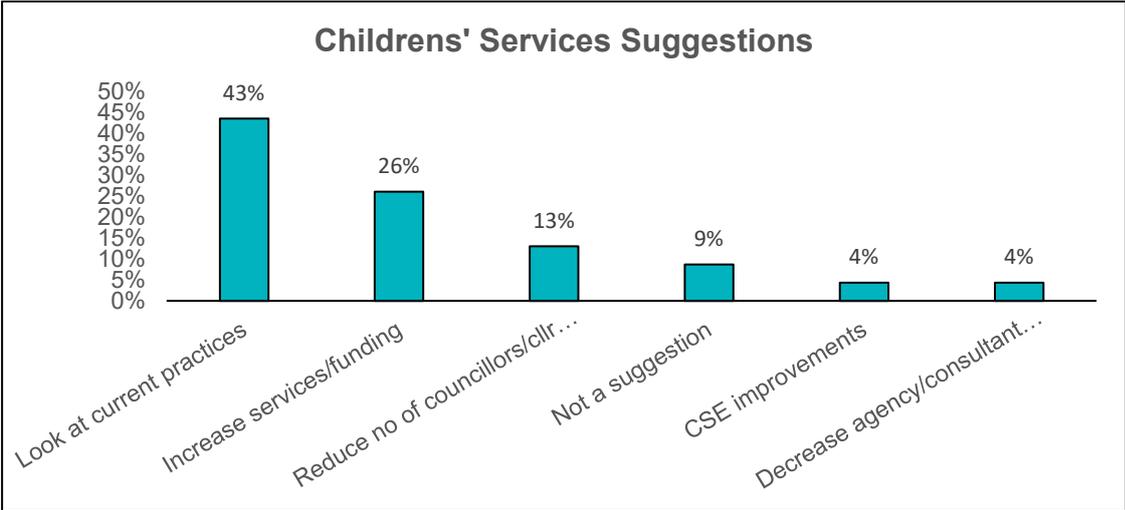


Figure 3. Children's Services suggestions

Communities and Reform

From the Communities and Reform Directorate the main themes that came out when looking at suggestions of where to save money were improving on current practices (35% of responses) and reducing the number of councillors and/or councillor/staff pay (29%).

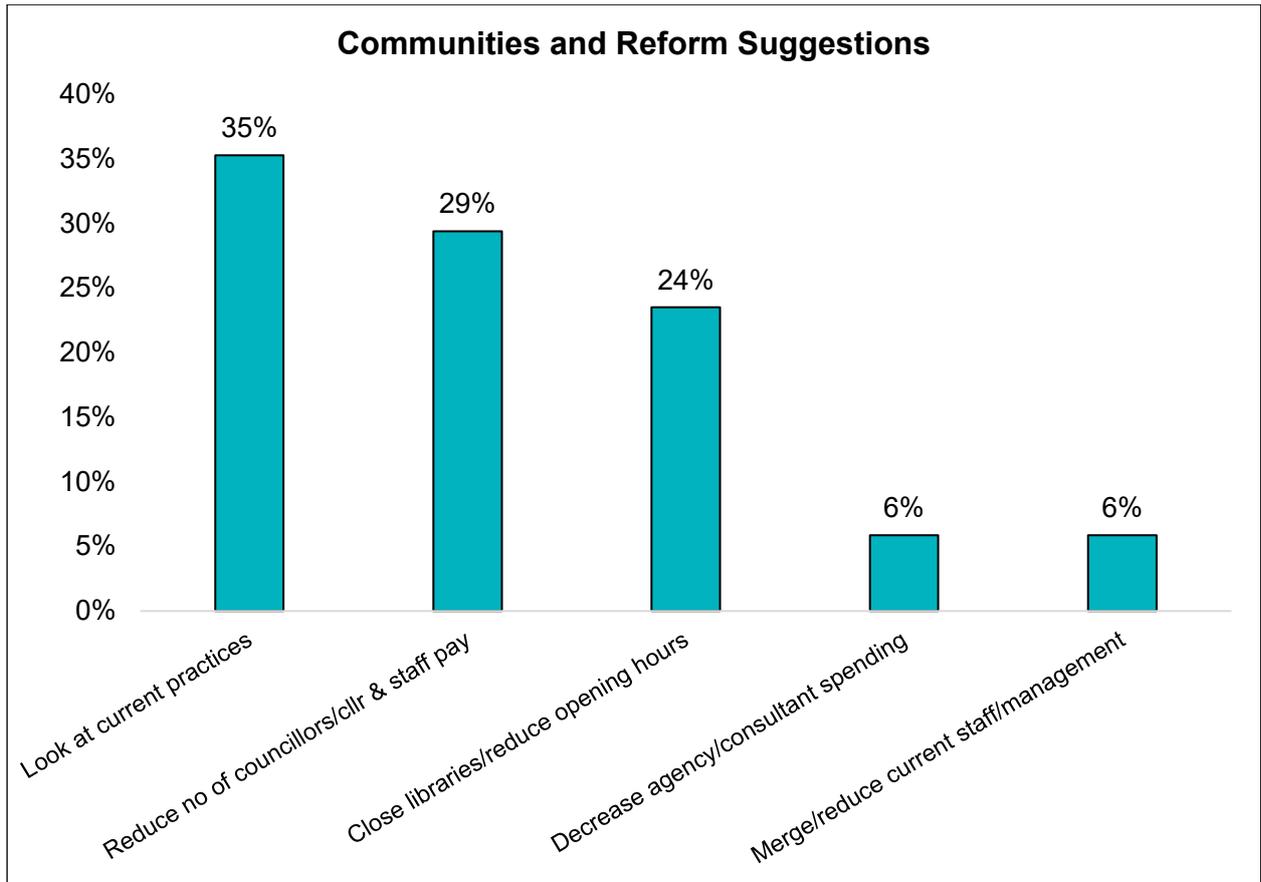


Figure 4: Communities and Reform suggestions

### Community Health Adult Social Care (CHASC)

When we look at the themes that came out in the responses to the Community Health and Adult Social Care Directorate, we find that the two most prominent revolved around the idea of looking at other services to find savings instead (36%) and increasing services/funding (32%). The responses from the latter emphasise the importance of these services and the fact that they are already struggling to provide the services required:

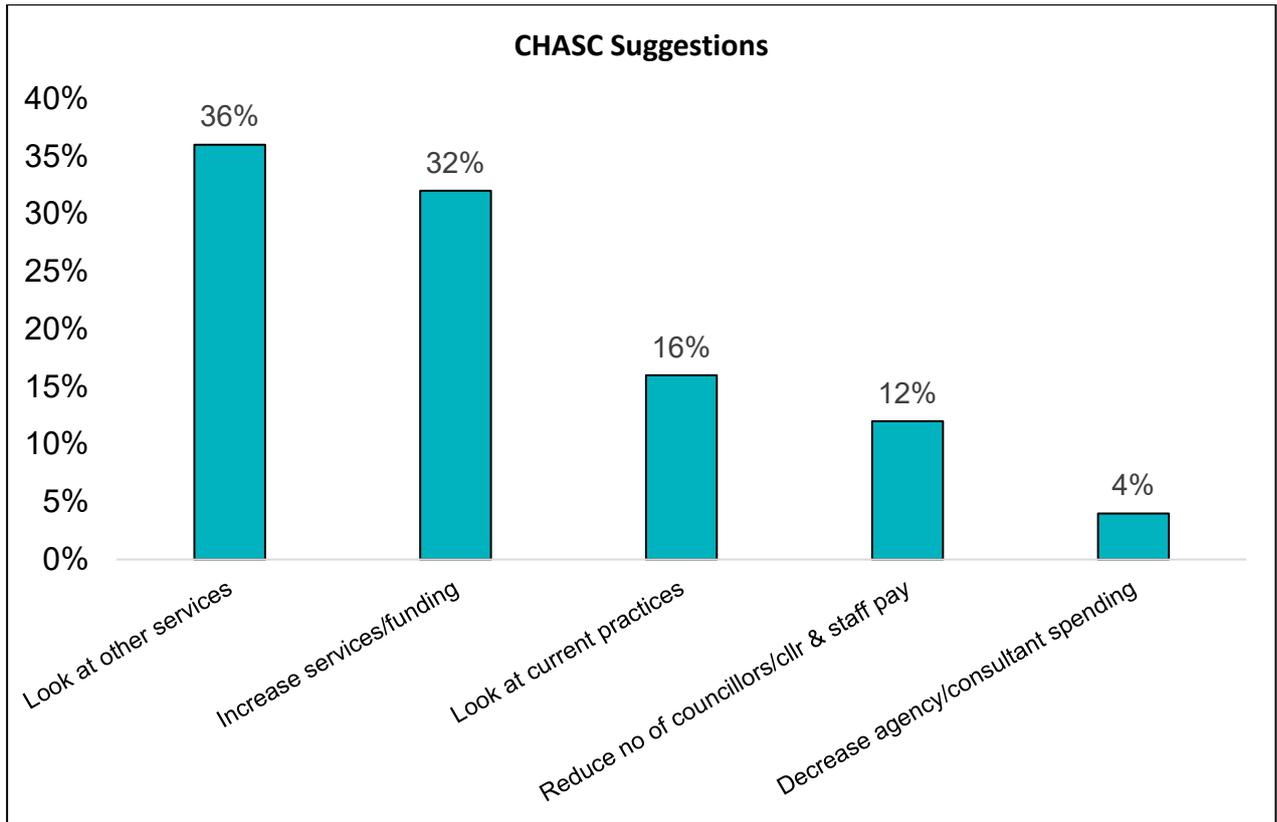


Figure 5: CHASC Suggestions

### People and Place

Looking at current practices to save money made up 34% of the suggestions made in the People and Place Directions, while reducing money spent on floral displays made up nearly a quarter of the suggestions. There were also comments suggesting reintroducing rates to businesses and selling off public land adjacent to homes or that held by landowners.

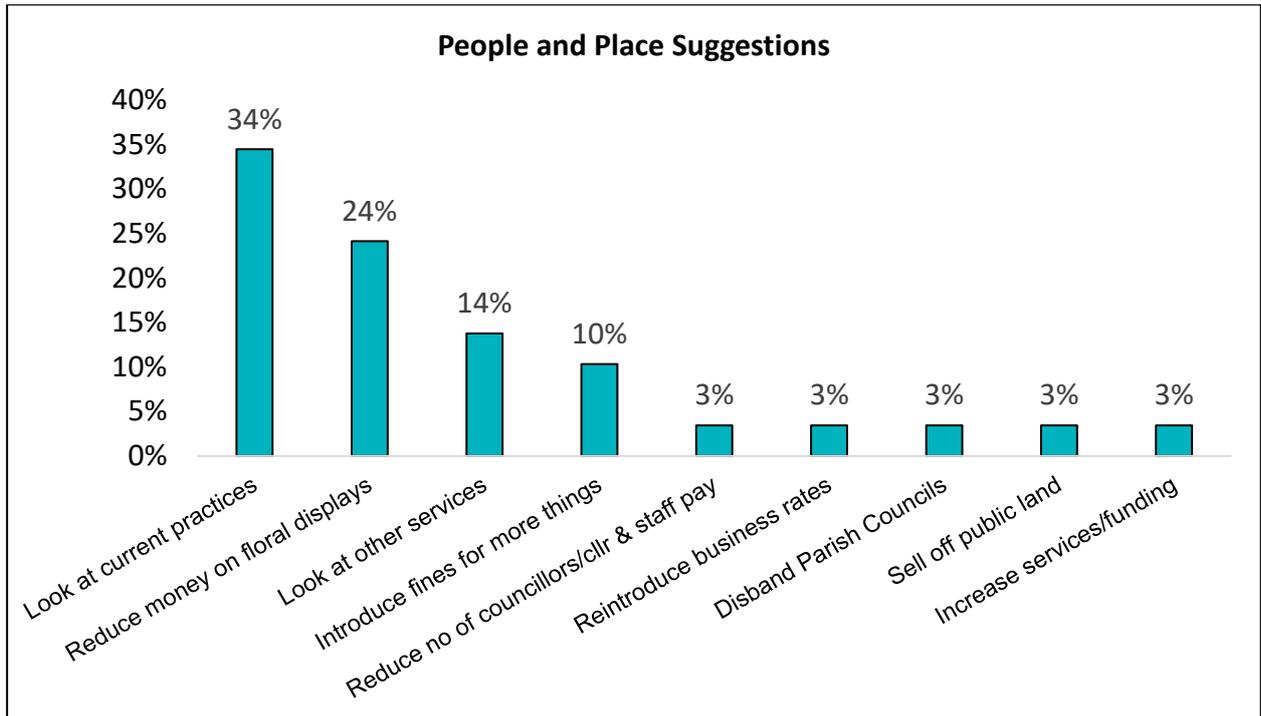


Figure 6: People and place suggestions

### Unity Partnership

Over half of the suggestions from Unity were based around the ideas of either merging or reducing current staffing positions. A significant minority of the responses highlighted the potential of providing more funding for local businesses:

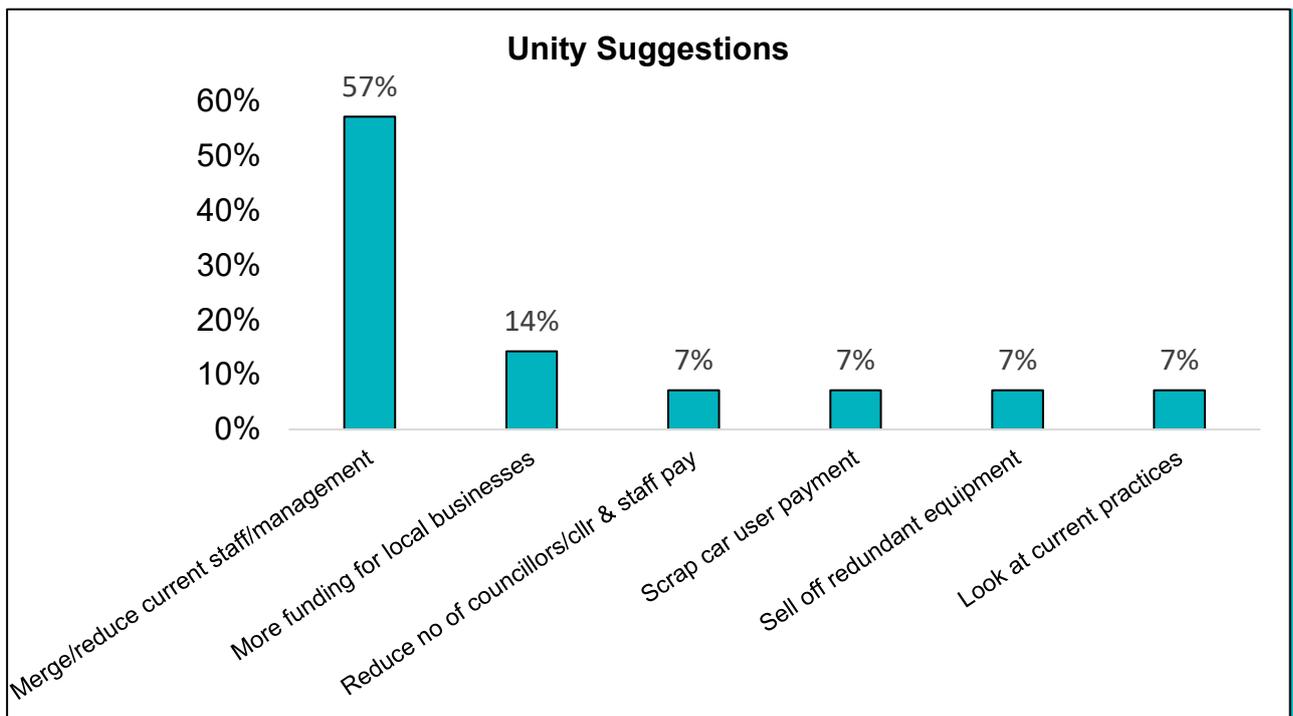


Figure 7: Unity Partnership Suggestions

Chief Executive

From the responses regarding the Chief Executive directorate the two most prominent themes that came out were that of reducing the number of councillors and/or councillor/staff pay (40%) and looking at current practices (26%) to save money. Of concern was the level of highly paid staff in the council, particularly in the Chief Executive's office. Merging or reducing current management made up nearly a quarter of the suggestions (24%).

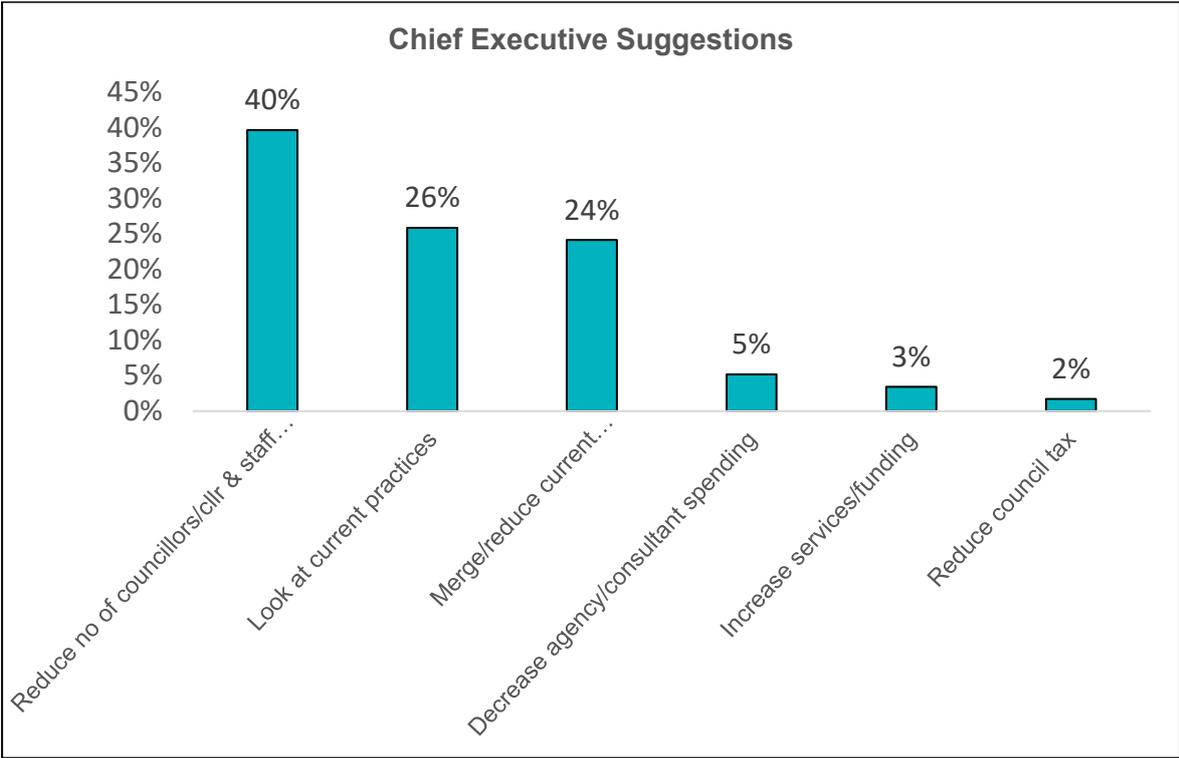


Figure 8: Chief Executives Suggestions

**Conclusion**

The suggestions received by respondents across each directorate were wide-ranging. These included ideas from reducing the number of councillors to reducing the amount of money allocated to the borough's floral budget. In general, the main themes that came out across the directorates were that savings should be found by looking at current practices within the council and looking at services other than those which the current proposal targets.

## Youth Voice

Five groups were held facilitated by Oldham Youth Service staff. Table 18 below illustrates the attendance of these groups. Overall those engaged disagreed with just two proposals:

- Cease funding for Age UK Men in Sheds Project
- Service Review of SEND QEST Team

Participants did highlight some considerations. These can be found in table nineteen

Group	Demographic	Count
Barrier Breakers	Aged 13-25	8
Children in Care Council	Aged 15-21	10
Oldham Youth Council	Aged 12-21	27
Young Voices	Aged 8-13	8
Ambassadors	Aged 14-19	13
<b>Total</b>		<b>66</b>

Table 18: Summary of Youth Voice discussion attendance

Proposal	Comments
To remodel the Early Help Service	Most agreed with this proposal as long as the benefits of the services are not hindered by this change. Those that didn't agree abstained from voting.
External Placements for Children – reducing costs	Over 95% of the group ticked agree.  Those agreed said only if the residential homes available are regularly checked (anyone can set up a children's home) this should be regularly monitored.  Also corners shouldn't be cut and children's safety should be prioritised over how much money it costs at a placement.  This should only happen if children are not going to be heavily disrupted by the change
Reducing the cost of SEND placements	Groups agreed with this proposal  UNLESS they allow the current under-18 SEND students to stay where they are (due to interruptions)  As long as the young people still get the same level of support that is needed.  Can this be increased again once cut if it isn't working positively for young people?  Regarding agreeing with parents and carers is the young person's views also taken into account if they are able too?  We should invest more money in teaching staff

Mahdlo funding reduction	<p>Most young people agreed with this proposal.</p> <p>If they were the only youth provision, I would disagree but there are other providers</p> <p>It's a lot of money for a small percentage of young people in Oldham</p> <p>For those that disagreed they felt the cuts should be spread over a larger term e.g. 5 years (-£40k per year) so that Mahdlo had time to adapt how it works.</p>
School Swimming	<p>Young people agreed but felt it should be regularly reviewed to make sure the quality isn't less</p>
Keyring	<p>Most agreed and commented that the young people's support services such as social care should be doing this and prepping young people for independence anyway.</p>
Sheltered Housing Support	<p>Housing providers should do this as their roles anyway</p>
Cease funding for Age UK Men in Sheds Project	<p>All disagreed</p> <p>This is a fantastic service that should be continued</p>
Service Review of SEND QEST Team	<p>The groups disagreed with this proposal.</p> <p>Barely any savings for a real inconvenience</p> <p>Children's education and current plan might be negatively impacted</p> <p>Some schools won't bother to source the additional service so, children's education and current plan might be negatively impacted</p> <p>We are just moving the problem if this went ahead</p> <p>But all the services that are used now that are going to be dropped/ WHAT HAPPENS TO THOSE YOUNG PEOPLE ACCESING THEM?</p>
Adult Social Care Brokerage	<p>Young people felt this didn't affect them so neither agreed or disagreed</p>
Reduction in Traineeship Programme	<p>The groups were 50/50 on whether they agreed or disagreed with this proposal.</p> <p>Helping people get a job is more cost effective in the long run than supporting them financially. Won't reducing this budget cost more in paying people universal credit etc</p> <p>So long as there's a process that directs people to the other options available and they're at the same quality if not better</p> <p>COVID has made youth unemployment has risen and surely we need more help regarding getting people into work and traineeships</p>

Table 19: Summary of youth voice discussions.

## Conclusion

With over 750 contributions this consultation has exceeded expectations around the number of responses we would receive. In total, 46% indicated an agreement with our proposals and 34% against them.

Overall, eight proposals have been met with overall disagreement, with the majority emerging from proposals developed within the Community Health Adult Social Care directorate. Other affected areas include Children's Services and Communities and Reform. These are shown in Table 5.

Of these negative received proposals, the key theme that emerged from each one was a concern that the implementation of the proposal would have a negative impact on vulnerable people, carers and children.

There were thirteen proposals that were received positively by respondents – of these, proposals 421 (Transformation of the Contact Centre) and 447 (Registrars Service Restructure) had the highest levels of net agreement (67% net agreement and 61% respectively).

Three proposals were met with a neutral response – that is, neither significantly agreed or disagreed with.

Most suggestions for alternatives to proposals relate to these negatively received savings options. Of the suggestions for alternatives made by the respondents the key themes that came out were looking at current practices as a way to save money and looking in other areas than those which the proposals were targeting.

Young people were engaged in the process through a number of groups facilitated by the Oldham Youth Service staff. From these groups it became clear that young people disagreed with just two of the proposals – these were proposal 436 (the cessation of funding Men in Sheds) and proposal 440 (review of the SEND QEST team).

This disagreement is in line with the wider responses, as these two proposals were among those that received a negative response.

Other representations regarding the proposals came in the form of an alternative proposal from Age UK relating to proposal 436 (the cessation of funding for Men in Sheds), representations from four local Rotary Clubs regarding proposal 415 (reduction in funding for Mahdlo), and a change.org petition, also regarding proposal 415. In addition, OPAL members expressed concerns about proposal 429 (Keyring).

## **Appendices**

### **Appendix One: Engagement**

A full range of engagement and communications activity took place over the 12-week consultation period.

Staff, residents (including community groups) and businesses were all encouraged to participate in the budget survey, using channels including social media, newsletters, traditional media, email and text messaging.

Hard copies of the survey were posted to 500 addresses across the borough, in areas of lower internet usage, to encourage take-up among all communities and to mitigate against digital exclusion.

Service lead engagement took place for two proposals

External Placements for Children – reducing costs (CHS-BR1-443)

- Shared with all our commissioned provider at our Forum and in email to all of our CLA Commissioned providers
- Held a Child in Care Council consultation event.
- Weekly comms to all community based commissioned providers of services for CYP

Gallery Oldham opening times (REF-BR1-413)

- Around 700 service users were made aware of the consultation via the Gallery Oldham mailing list.
- Schools and community groups directly contacted

### **Traditional media**

A press release was distributed to local and regional news media, and shared on the Oldham Council website, on 10 November 2020. This resulted in media coverage in titles including the Manchester Evening News, Oldham Times, Oldham Chronicle, Saddleworth Independent and the Shaw and Royton Correspondent. Links to all coverage are in appendix two

### **Business Newsletter**

Details of the consultation, with a link to the online survey, were included in our regular business newsletter in November 2020 and January 2021. The article was viewed by 2,241 and 2,067 businesses respectively.

## **LinkedIn**

Details of the consultation were shared with Oldham Council followers on LinkedIn (4,317) in December 2020 and January 2021. A post on 9 November achieving 1376 impressions and another on 27 January achieving 188 impressions.

## **Staff**

Copy for staff, managers, members, Team Oldham etc – all staff emails, team brief, shared with partner orgs.

## **Social Media**

A total of 21 social media posts was shared across Social Media on Twitter (16 posts) and Facebook (5 posts) during the consultation period, reaching a total of 32,657 residents<sup>3</sup>

## **SMS/ E-Mail**

SMS messages (n214) and email messages (n479) were sent to residents who had requested further details of consultations.

## **Oldham Council Website**

A budget specific webpage contained within the Oldham Council site ([www.oldham.gov.uk/Letstalkbudget](http://www.oldham.gov.uk/Letstalkbudget)) has achieved 542-page views including 479 unique views. Around three quarters have accessed the survey.

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<sup>3</sup> Figures do not allow for double counting

## Appendix Two: Media Coverage

### **Manchester Evening News - Cuts proposed in Oldham including axing funding for charities**

<https://www.manchestereveningnews.co.uk/news/greater-manchester-news/cuts-proposed-oldham-including-axing-19331536>

### **The Oldham Times - Budget consultation launched on millions of pounds of cuts**

<https://www.theoldhamtimes.co.uk/news/18893427.budget-consultation-launched-millions-pounds-cuts/#:~:text=Oldham%20Council%20has%20launched%20a,next%20year%20does%20not%20deliver.>

### **The Correspondent – Oldham Council launches budget consultation**

<https://www.shawandroytoncorrespondent.co.uk/oldham-council-launches-budget-consultation/>

### **Saddleworth Independent - Oldham Council faces £30m funding shortfall and launches public consultation ahead of 2021/22 budget**

<https://saddind.co.uk/oldham-council-faces-30m-funding-shortfall-and-launch-public-consultation-ahead-of-2021-22-budget/>

### **Saddleworth Independent – Save our Sheds Health and wellbeing initiative in jeopardy as Oldham Council plans to axe funding**

<https://saddind.co.uk/save-our-sheds-health-and-wellbeing-initiative-in-jeopardy-as-oldham-council-plans-to-axe-funding/>

### **The Oldham Times - Youth charity urges Oldham Council to reconsider budget cuts**

<https://www.theoldhamtimes.co.uk/news/18928222.youth-charity-urges-oldham-council-reconsider-budget-cuts/>

### **Oldham Chronicle - Budget consultation launched on millions of pounds of cuts**

<https://www.oldham-chronicle.co.uk/news-features/139/main-news/137778/budget-consultation-launched-on-millions-of-pounds-of-cuts>

### **Oldham Chronicle - Rotary clubs in 'don't cut youth budget' plea**

<https://www.oldham-chronicle.co.uk/news-features/139/main-news/138510/rotary-clubs-in-don%E2%80%99t-cut-youth-budget-plea>

Appendix Three: FINAL RESPONSE from the Oldham Carers Partnership Board to the Oldham Council 'Let's Talk Budget' consultation

**FINAL RESPONSE from the Oldham Carers Partnership Board to the Oldham Council 'Let's Talk Budget' consultation, specifically in relation to the Carers Personal Budget proposal (CSA-BRI-426)**

'AGREE' with the proposal, subject to account being taken of the following comments and actions which may help to mitigate any potential impact on informal carers of the proposed budget reduction and more generally.

In the section 'WHAT DO YOU THINK OF THIS PROPOSAL' the following response has been submitted on behalf of the Board:

The Carers Partnership Board's intention is always to advocate in the interests of carers. However, we also recognise that the Council and local partners are facing difficult decisions in order to continue to support and protect Oldham's most vulnerable and in-need residents. Although this proposal will lead to a reduction in the total carers personal budget envelope, we also believe that those carers with the highest support needs will be prioritised to receive a personal budget under these proposals, should they choose to be assessed.

Balancing what we know about support and provision for carers in Oldham, we feel in principle that the proposal is a reasonable one, and it is in line with the overall ambitions expressed in the Oldham Carer's Strategy 2018 – 2021. Whilst a one-off carers budget (following a carers assessment) may offer welcome, additional financial support to some carers, it is our view that the most valuable aspect of the carers assessment is that it should offer a high-quality, considered and holistic needs assessment and support planning process, which taps into what is already available for carers to potentially benefit from. We have heard this feedback from carers and the Oldham Carers Team, who conduct the carers assessments. Our understanding is that access to the carer's assessment is not affected by this budget proposal.

We fully recognise however that this proposal *will* narrow the access to a carers personal budget for carers in Oldham. However, increasing the eligibility thresholds will ensure that carers with the highest level of need will be prioritised for a carers personal budget. Although there will also be a reduction in the potential budget that an individual carer may receive, this means that the total available budget will stretch further, benefitting more carers but at a reduced level.

Our main concerns relate to carers already in financial hardship, for example, because they are unable to work or work reduced hours due to their caring responsibilities, they are heavily or partially reliant on state benefits, and some carers may have experienced new unemployment/reduced income as a direct impact of the Covid-19 pandemic. For some of our most financially vulnerable carers, we recognise that a carers personal budget may have provided a lifeline which enables them to continue caring.

Looking at Oldham as a whole (relative to other towns in GM), we know that absolute unemployment is higher, and pay is generally lower. We also know from Carers UK State of Caring report 2019 that many carers face ongoing financial challenges, with around 2 in 5 carers (39%) struggling to make ends meet and 21% of carers have experienced debt as a result of their caring responsibilities. With this in mind, we suggest that the following mitigating actions are taken when implementing this budget reduction:

- Advice for carers around welfare rights and benefits advice is strengthened within the carers assessment/support planning process and offered systematically to all carers undergoing a carers assessment
- The review of the carers assessment and support planning process is completed as quickly as possible in line with objective 4.2 in the Oldham Carers Strategy action plan
- Consideration is given to how new assessments of carers previously unknown to Adult Social Care are prioritised, given that current social and economic circumstances may lead to more residents with caring responsibilities needing early advice and support

**Abridged version submitted online 21 / 01 / 2021:**

The Carers Partnership Board's intention is always to advocate in the interests of carers.

However, we also recognise that the Council and local partners are facing difficult decisions in order to continue to support and protect Oldham's most vulnerable and in-need residents.

Our main concerns relate to carers already in financial hardship, for example, because they are unable to work or work reduced hours due to their caring responsibilities, they are heavily or partially reliant on state benefits, and some carers may have experienced new unemployment/reduced income as a direct impact of the Covid-19 pandemic. For some of our most financially vulnerable carers, we recognise that a carers personal budget may have provided a lifeline which enables them to continue caring.

We suggest a number of mitigating actions e.g. advice for carers around welfare rights and benefits advice is strengthened within the carers assessment/support planning process and offered systematically to all carers.

Appendix Four : GMDPP

Oldham Disability Budget Consultation Thursday 28<sup>th</sup> January 2020

(GMDPP) – Okay, we have still got people arriving, so we'll give it about five minutes or so. Just get yourself settled. We will start off in a few minutes.

(GMDPP) – Ok, we will start with the first item which is the Keyring proposal. So, Keyring provide a service supporting people to live independently. In total over the next two years, they're looking to remove £70,000 from their funding. Does anyone want to talk about the clearing service and how they use it?

(Keyring Service User) – I would like to say something. I've been recovering for six years now. Without the service of Keyring my life would be unbearable. I wouldn't know who to turn to and I'm a Christian. I'll would probably have gone to a church or called the Samaritans, or something like that. Keyring have always helped me in anything that I've done. I've done-up the house where I'm living and have polished all the floors. I made a garden in the back and put in new lights and a new shower. I've been really busy during lockdown. I suffer from diabetes type two and I'm certain I've lost weight and feel a lot better now and can get about more easily. I've always got on with everybody that works with keyring well.

(Keyring Representative) – With your support from Keyring how's it helped you? What would you think if you didn't have keyring? How would you feel and what do you think would happen?

22:00

(Keyring Service User)– I would have trouble. I would have to go to the library or something like that, to find out how I should go about doing things correctly. Keyring are always pointing me in the right direction, of which way to go. I suffered from depression and panic attacks and anxiety. I did use to drink and take drugs, but that's a long time ago now. I tried to overcome all these barriers.

Keyring Representative – Do you think if didn't have Keyring you'd have been able to manage that?

Keyring Service User – I don't know. I don't think I've got the intelligence. I mean, I know I'm intelligent. I like Keyring because of the great people. They all understand everybody's got problems that need to be overcome. It's just a matter of understanding how to do that, isn't it, how to solve these problems.

(Keyring Representative) – So, I'm just going to ask a question for you to help you a little bit. If you didn't have support from Keyring what do you think you'd struggle with?

(Keyring Service User) – I would struggle. I'm doing quite well with my physical health from walking and pedalling about on my bike. I find walking is the best exercise. I could possibly do with learning and understanding the diabetes, you know, how to keep my body in order.

(Keyring Representative) – And what about the support around your benefits and bills. Do you think you'd struggle without Keyring there?

Keyring Service User – Yeah, I think I would yeah. Ella helps me, she's lovely. I like her bubbly personality. She's nice. She told me how to use a spreadsheet. I'm going to stick to the budget, I've got everything I want in this house now. I'm not buying anything else off some Amazon or anything.

(Keyring Representative) – You've come a long way, haven't you? With help from caring people. And you've had a massive amount of support from Keyring, it was a 40 hour a week you had. You have become so much more independent, haven't you?

(Keyring Service User) – I like to be my own boss. I like to be active all that I like to be busy. I was doing a course in the college, finding out about communication on the internet. Keyring told me which things to buy, like setting me up with a computer.

(Keyring Representative) – That's really, really helpful. Thank you.

(GMDPP) – Would Terry like to say something about Keyring?

(Keyring Service User) – My wife and I constantly need them. I was in hospital for four and a half months roughly. I had been in a coma and my wife was vulnerable. Keyring checked in on her every day. I would not be here today without Debbie and Keyring. They are lovely, lovely people. We need them here; I cannot praise them enough. We would have been totally lost without them. They have helped me with me everyday bills because we are literally cluelessly when it comes to bills. We would not be here without them.

(Keyring Service User) – I'm new to Keyring. I've only been with them for a week. They ensure my disabilities are supported. There's no support anywhere in Britain for dyslexia. I deal with dyslexic. People treat you like trash and stuff. There just needs to be more support for people like that.

(GMDPP) – George if you'd like to put your statement into chat. There we go. I'll read it quickly. "After having to fight my way from homelessness for the second time in my life. With Keyring I can schedule doctor's appointments, dentist appointments and deal with official documents. The reality is I cannot look after my own affairs due to my autism. It is Keyring that gives me a standard of life. Due to my lack of ability to communicate I have issues with my benefits or paying bills. I also want to say the lack of awareness to be able to refer disabled people to help from council workers, for example, homeless welfare and so on, is dire. I see so many people who clearly want their help, but I got no help in my darkest times.

(Keyring Representative) – Thank you. So obviously, a lot of our members are very passionate about Keyring which is wonderful to hear. We have a lot of people that couldn't join me today, and there's a lot of, a lot of us that want to contribute. I supported a number of our members to write written statement, but unfortunately, they couldn't be here today. Quickly, without Keyring she would have a lot of issues around her mental health, and she actually said she probably wouldn't be here today if it wasn't having her support from Keyring and our continued support. Hopefully, this is what is going to keep the funding in place as much as possible. And so I do have a lot of questions for the Oldham commissioners about what services would be available to our members if Keyring was cut.

(Oldham Council representative) – Okay, I think, from the conversation we picked up a number of key points around the value that people place on Keyring and the services that it provides and the key difference it makes in people's lives. I think people are concerned that we're going to come in from the 1<sup>st</sup> of April and withdraw support, but this is not the case. These proposals are out for consultation, it's the opportunity for people to feedback and inform what this should look like going forward. This isn't a given. This is why we're consulting with people. The consultation runs until Monday so I would say to people, either. Feedback online, though if this is a barrier, we will capture what Karl and others have said. We are taking your feedback back, which is really important. Layton, it would be great to get any feedback sent through to us so we can feed in as part of the consultation. However, we need to be aware of the significant financial challenge for the local authority and that's been compounded by COVID. I'm not trying to make excuses, but it's where we find ourselves, what we're trying to find a way through by working collectively with people.

(GMDPP) – Okay, so I'm going to move on to the next one, which is the Age UK Men in Sheds project. Does anyone want to speak to that?

(Men in Sheds Representative) – We are doing a comprehensive written response. So, today I'd like to support a couple of the users to say something, if they wish to.

(Holroyd Family Foundation) – I'm an Oldhamer born and bred, but I don't live there anymore. We recently supported Men in Sheds Greenfield with a £10,000 donation to expand their services. This proposal obviously then came as a bit of a shock. It really struck a chord because I visited the site and saw the people they help. I just couldn't see another place that these people would go to. They combat so many different things, you can't highlight everything, but loneliness, you know, mental health, all sorts. It's an incredible facility in Greenfield so that's why we had put proposals together to expand the site, so the proposal just seems counterintuitive to us.

(Men in Sheds Service User) – I have been visiting Men in Sheds for the last 18 months to two years. It's been a very valuable thing to me, because at the time, my wife was suffering from dementia, and I needed somewhere to go, you know, just to give me a break from caring. And it was just an outlet for me. And the outlet was that I was able to meet men of similar age to me, and chat to them do things and learn things from them. And it was just the community thing, and I think it's so special that you can get together to talk about things and do things together. If the

funding is going to be taken away it might be better to share the money around to give everybody a bit each to try and carry on.

(Men in Sheds Representative) – We have roughly about 53, maybe 54 members based at both sheds. We have a shed in Greenfield which is open two days a week and we also have a shed in Failsworth which is open two days a week. Across those two sites across those four days, we have about 5,353 members who attend. Some of them have got varying levels of mental health problems. We have a few that come just because they are lonely and social isolation seems to play the biggest part in that. They're able to come and make friends. If you've got skills, you can share the skills and a lot of them just like to get out for the company. But, as I was saying, we have lots of community support. It's a really, really good service.

(GMDPP) – Ok next item, if anyone on direct payments wants to talk to Oldham Council about the proposal please get in touch. I know that there is some alarm from people with learning disabilities about the possibility that there could end up with less money every month. But a lot of service users you currently aren't able to attend

(Oldham Council representative) – It's lovely to meet you all. It's the first time I've been on this call so thank you and it's been so powerful listening to everybody's feedback. I just wanted to the last proposal. We are doing things in a different way, and it's what we call strength based, a strength-based approach. I was fortunate enough to be part of the first PCCA project that was undertaken in Salford around five years ago about implementing strengths-based networks, especially for people with learning disabilities and autism. So just to give you that reassurance if someone has an assessed need, the outcomes that they receive to meet that need will still be the same – who provides that support might change, but they won't be left with nothing. So, they might be assessed by a social worker and the outcome might be they need to be able to get out and socialize or they may need help with some of their bills. So those needs will still be met, they won't lose out. And I think Karl made a really good important point about liking to be his own boss and have control over his own life. It is about enabling people to be as independent as they possibly can be. And as a social worker my background is about supporting people in their own communities as well, so we are really working on how we connect people to their communities. Sometimes it's isolating to have one-to-one support, because actually what you find is that you spend most of your time talking to your support worker and not to other people. So, it's not about taking full support away, that's absolutely not what we're going to do. It's about meeting people's needs in a different way.

(Keyring Representative) – A lot of what you said about community-based work is a lot of what Keyring is about. A lot of our networks are all around bringing the members into the community and joining them together and helping them be independent as possible. We don't just provide one-to-one support, but we also provide the network support, helping people live as independently as possible. Our users are worried that they've got such a bond with their current service, that they've got to swap it to another service they would have to start from scratch.

(Keyring Representative) – I was just going to mention some of the things that Layton was saying. It is very much about the community. It's about place based support, community support, and that's very much what we do. And, you know, it's like a lot of people that might have been around for a while about quite high support packages but then that's been reduced over the years, and people gain skills and independence. And you might have people who always need an element of support. But if you look at that at the cost of providing accommodation those people, living independently is a massive saving and a massive difference.

(GMDPP) – Okay so moving on to the next one which was Adult Social Care Prevention and early Intervention Services. So if no one's got a particular comment on this, then the next is carers personal budgets. Is anyone in receipt of that, or know anything about it that they'd like to talk about? If no one's got a particular take on that we'll move on again to Adult Social Care brokerage. So, if no one wants to talk about this we can go to the next one. So, the last one that I have here is supported living and learning disabilities. Does anybody want to talk about this, particularly before we get to a general discussion.

(GMDPP) – So, in the Greater Manchester Disabled People's Panel, we produced a survey on the effects of COVID on disabled people across Greater Manchester. And we reported back to the combined authority, the Mayor Andy Burnham, MPs, and service leaders across the districts. Really what we found and what we're saying is that when the pandemic began, we'd already suffered some 10 years of regression because of austerity. So, the pandemic was a second blow and an intensification of an existing crisis and potential further cuts. I think we're very, very happy to work with the systems and the system leaders and the council to make this case to central government we are involved in meetings with the Cabinet Office disability unit. I just want to make the point that to some extent sometimes we're being set up to fight amongst ourselves on a local level, where maybe the pressure should be applied at a national level. And that's something that, that, you know, we are happy to work with you on that rather than, you

know, make this just a local issue that people have to struggle over. Most services and the VCFSE sector are already running on fumes and has been for a while, further cuts to statutory provision, with the expectation that the gaps might be filled by the VCFSE sector is whistling past the graveyard. But I think I'd like at this point to ask Pauline if you'd like to speak because you're the chair of Oldham forward together, and you're involved in lots of things.

(Oldham Forward Together) – I knew some of the services that were in Oldham, but I didn't know all of them. It's been good to listen to you all, and I really think that all the services do an excellent job, and long may they continue. COVID has caused lots of problems, and we do realize that there's not enough money around. But I do hope we can try and keep all these things going. Thank you.

(Oldham Council representative) – I think we completely understand the concerns that have been raised by the panel, and I recall reading the report that came out of the panel in the summer. And there was a particular focus for ourselves around how we engage with disabled people. And in our local communities within Oldham as well. And I think one of the things that we took from the findings from that survey was that, we've been very reactive to what was happening. And it's actually how do we, we, I suppose, take the challenge on collectively to co-produce. And so, we'd really welcome the panel's engagement in that. I think picking up around the financial challenges both prior to COVID, and now, the impact on our work has been exacerbated by COVID. I don't know whether people remember the council started the campaign last year, the SOS campaign: Save our Services. We have been trying to highlight to challenges we face, as well as the crisis of funding in social care at the national level as well. And we echo what you've said. Myself, Hayley and Joe would welcome any further questions that people have got around budget proposals.

(Keyring Service User) – You know we read and write from this phone. Without Keyring we would be in a complete mess. We 100% rely on Keyring. I am so, so worried about that. It frightens me, because of what I've been through. I don't know what we would do if we were to lose all this, it would be detrimental to our health and to my wife.

(Oldham Council representative) – We are here to give those reassurances that we're not just going to take services away on the first of April, then it's gone. It's around working with people and understanding each individual's situation because it is different for each person, and the support that they need and looking at that and the wider impact on you as an individual.

(Oldham Council representative) – Thanks Terry, the points that you've made there are what we don't want: we don't want people to be scared and worried. What we'll do is be transparent with people and honest about the situation. We are here to get that feedback about what the impact will be. We've got a really fantastic piece of law and legislation which is the Care Act. We're not going to come in and say okay first of April, you now need to sort yourself out now, we're not going to do that. So, it's about not taking those services away. It's about being really innovative in how we provide them so we don't want people having friends that are paid for, when we support natural friendships in the community. There of course will be those instances where people will need paid services to be able to maintain their quality of life and that's OK. But that's not the case for everybody. But just to give you that reassurance and everyone on the call. We're not looking at just coming and stripping things away we're looking at doing things differently. So, people can still have the same outcomes that they've always had, we will just be meeting those outcomes and doing it in a different way.

1:13:41

(Keyring Service User) – I'm under KeyRing and I only need their help for a short amount of time, will this impact on people like me who only need the help for a short amount of time? I struggle a lot with being able to leave the house, but with Keyring's support I've started an online course. I am looking to get back into work and to start contributing more personally. Other people like me who need that short amount of help, will it affect them with the budget cuts.

(Oldham Council representative) – That's really good. That's a really interesting point, there's lots of people that dip in and out of services just as and when they need it because unfortunately life isn't a straight line. So, there's times when we do really well and there's times when we need the best support in life. So, I think the way that I think about it is if you start with the person, so what can an individual do for themselves; what can we do to help that person do more for themselves. What can the family and friends help them do? What can the volunteer agencies, and our community organisations help them do? And at the very bottom it should be that paid support because we have loads of networks that are open to us. So, Sophie where I want to reassure you, when you do need that support, but for a short time, you will still be able to access that. What we've been looking at is what is the right service for you at the right time. I can't say that there's not going to be a waiting list, but hopefully by exploring a different alternative, we might be able to speed that process up a, think of different innovations and different services that we can try and support people so they're getting access to services quicker, rather than spending two or three years on a waiting list.

(GMDPP) – Okay, I've got a couple of comments in the chat I want to read out for everybody. So, Sam says, I would struggle without keyring, I would still be in debt and probably end up on the streets. Thanks Sam, for putting that in. And George says to everyone, "I have a follow up question, if the reality is someone will lose out from the cuts. And there is the lack of ability to cut them at the current time, will there still be budget cuts."

(Oldham Council representative) – We're currently going through what we call budget setting at the moment which decides how much money is taken off our budget. Once we know that, we know what's left. It won't be any more than what is out for consultation, so these proposals that we've talked about today. It might be less: we need to see what comes from the consultation. Then as a service we're told what we need to deliver. We look across all our services and resources to balance our budget. Every year we have to balance our budget. We get a lot of demand for Adult Social Care Services, so we constantly look at what are we spending, how can we generate more income, and how can utilize alternative models of funding, for example, grants. We are constantly managing our financial resources as any business does and unfortunately, we have to manage our budgets in the same way as a business.

(GMDPP) – I think maybe one question I have is: in the case where you've changed how a service is delivered or you've removed say brokerages or something like that. If it isn't working for someone, is there a quick way they can communicate that to you and you can adjust how things are going?

1:23:06

(Oldham Council) – Yes, we've always got our duty desk so anyone can ring in and speak to a social worker and they will ensure your situation is assessed. So, if something isn't working people can come back to things like brokerage as well we're not seizing it completely, but we're targeting the service at those individuals with the most complex needs so we can offer this to those who need it the most.

(Men in Sheds Service User) – you know you allocate the funding around, but somewhere along the line there's some more funding found. Would it be something you would consider taking on, or would the services just stop?

(Oldham Council) – So, it's like the process that we're going through now, we always have to go through these types of processes. No provider would get a letter on a Monday telling them they

are no longer required. We would always work through it because ultimately the services that are provided through Adult Social Care are focused on vulnerable people who need additional support. Through the Care Act, we have a duty to support, so we would never just do that overnight Roger.

(Men in Sheds Service User) – Yeah, I don't ever think that you would drop somebody completely, so would you encourage all the charities to try and source funding from outside Oldham Council?

(Oldham Council representative) – There is a whole vetting process and safeguarding process to make sure funding is appropriate and support the right service. We wouldn't turn anyone away, I mean Joe who's with us from commissioning, they're constantly work with new people that are approaching us, we see it all the time with brokers for direct payments, we see small homecare organizations coming through, so I would expect to see more and more of that absolutely.

(Keyring Service User) – I was just wondering if you are thinking about mixing some of the charities and what ideas you have for that?

(Oldham Council representative) – As we said, it's about the right service at the right time for the right people. So, it's about working together because we haven't got all the answers so I wouldn't want to commit to anything, but anything we do will always be in consultation with service users. It's about working together to achieve the best outcomes for the people of Oldham that need that service.

(GMDPP) – Okay, thanks. We have hit the half three times so I'm going to wrap up. Thank you for everybody's time and expertise and lived experience today. I've put the link in the chat to the online consultation, please do go and fill it in to your heart's content.

## **Age UK Oldham Men in Sheds Proposed Budget Cuts**

### **Budget Consultation**

Thank you for including our Men in Sheds service in your budget consultation. We were pleased that the men who use the service were able to have their say on your proposals as this highly valued service makes a huge difference to the lives of many older men across Oldham – a group of people with a wide range of physical and mental health needs, who would otherwise not engage in activity that helps them maintain and improve their own quality of life

We would like to take this opportunity to make our response to the consultation – firstly, offering our own alternative proposal regarding the continued funding for this service; and secondly to tell you more about the Sheds and the difference that they make.

### **Our proposal**

In response to the proposed withdrawal of the funding, we have looked for alternative ways to fund the service and of course kept our service users and staff informed that the service may need to close. Having seen the positive impact that the Shed makes to the men's lives and concerned that the service may end the Holroyd Family Foundation have made an offer to contribute £10k annually over 2 years and our Board have also agreed to supplement this by £15,640k per year to enable continuation of the service. We would like the council to consider this match funding proposal which would reduce the Council's current expenditure by £25640 – a relatively small amount for such a valuable preventative service.

### **About the Sheds:**

Our two Sheds – one in Failsworth and one in Greenfield, provide 80 places a week and work with an average of 55 men per year between the ages of 50 and 85. Each man attends for approximately 6 months, at the end of which we help the more independent men to move on to other community activities so they can maintain the benefits they've achieved.

The Sheds provide the men with the opportunity to participate in meaningful hands-on activity and learn new skills with others – providing the dual benefits of enhancing their self-esteem and

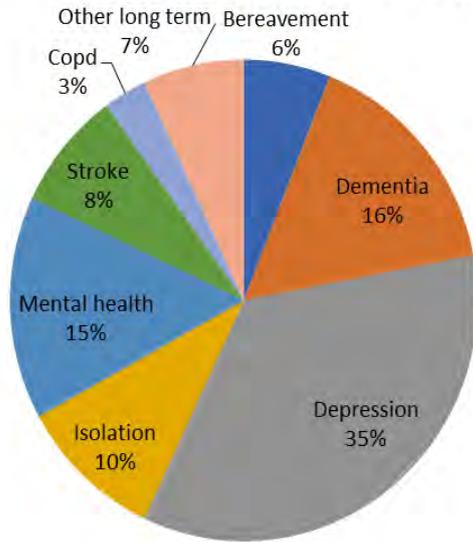
confidence and reducing their isolation. We support them to identify ways of maintaining and improving their physical and mental health thus reducing the risk of chronic disease and social isolation (e.g. increasing awareness of and reducing the stigma of depression; supporting men with physical disabilities following strokes; encouraging men to present sooner to their GP / support services with serious health concerns etc). Men are interested in their health but messages have to be presented in the right way for them to take this on board and manage their conditions independently. The Sheds provide a creative and effective way to do this.

We also know that the Sheds provide much needed respite opportunities for carers, especially those whose men have early to moderate dementia.

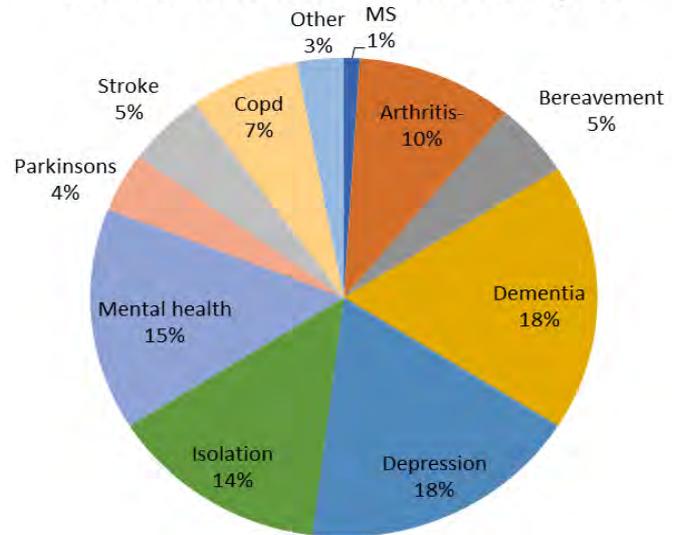
The benefits of our Men in Sheds service are well recognised for improving the lives and chances of older men and we are a valued referral route for agencies across Oldham, including the Mental Health team (average 20% referrals); Social worker / GP (average 20% referrals); Age UK PIP service (average 12% referrals); Job Centre (average 5% referrals); Stroke unit (average 5% referrals). These providers recognise the effectiveness of our service in supporting men with long term health conditions; improving physical and mental health / emotional wellbeing; and improving access to services / activities and benefits.

The men who are referred into our service have a wide range of physical and mental health conditions and the graphs below our service supports a large proportion of men with mental health conditions – not represented in the Equality Impact Assessment in September We, and the agencies that refer to us, know that men with mental health conditions are particularly hard to engage and do not access traditional support. Without our Sheds, we anticipate that the mental health of many of these men would deteriorate, they would not receive the support they need and that they would become increasingly isolated and non-engaged in the community.

## MIS Failsworth Health Analysis



## MIS Greenfield Health Analysis



Evidence of the positive impact of our service is not only anecdotal. To understand the impact of our service, we ask the men to complete the Warwick-Edinburgh Mental Well-Being Scale (WEMWBS) self-assessment tool every quarter.

In our January to March 2020 assessment:

- 84% of the men reported reduced social isolation
- 80% of the men reported increased wellbeing
- 88% of the men reported improved confidence and self-worth

These outcomes provide evidence that the service continues to fulfil the vision of the Oldham Locality Plan for Health and Social Care Transformation. Through innovative programmes, new ways of working, and partnerships our population will be encouraged and empowered to:

- Take more control, improve their life chances, reduce risks to health and live well and adopt healthy lifestyles;
- Access care and support at an earlier stage;
- Manage their own conditions and live independently.

### **Efficiencies/Income generation**

We have continuously made efficiencies in the service over the years to reduce the LA funding expectations and generated income from the practical projects the men produce (recent successes range from constructing bird boxes for domestic gardens to crafting a public bench commissioned by the Saddleworth Civic Trust at a cost of £1,500).

In addition, AUO has routinely sourced small pots of external funding (e.g. Greenfield Tesco carrier bag scheme) to assist with purchase of materials.

### **Sustainability/Community Social Enterprise**

Consideration has already been given to work towards this service becoming independent but the majority of the men referred to our service need varying degrees of physical and mental support during their sessions and if the staffing element was withdrawn, the dynamics of the service would need to change and the more dependent and vulnerable men would be excluded.

### **Safety and Risk management in the Sheds**

Safety is vitally important within our Sheds. At both sites we have a fully equipped workshop with a range of industrial and domestic power tools. As you can see from the graphs AUKO is open to all men regardless of their abilities and disabilities. For example, one shed accommodates 14% of men who have a range of dementia diagnosis whilst 6% of participants have suffered strokes leaving them with limited mobility and communication. The majority of the remainder of men attend due to a life changing event that has led to mental health problems and/or physical health conditions which in turn has resulted in isolation and lack of self-esteem.

Age UK Oldham is committed to ensure the safety of users and day to day responsibility for ensuring the safety of users and volunteers rests with the Shed Co-Ordinator. A full assessment of all referrals will be initially be undertaken followed by a comprehensive risk assessment with each user based on their skills and ability, what power tools they can use and what level of supervision is required whilst they are taking part in projects/activities. This is constantly monitored and updated.

Many men need a staff member, mentor or a volunteer to assist them to be able to participate in projects safely with others having a basic level of ability and needing constant supervision within the workshop environment. The sheds are divided up so that those who are less able can participate in less manual activities yet still feel they take an active part in projects.

If it were to become entirely a social enterprise project, this would exclude many of the men who already attend and the Shed would become a facility for men who are able to participate fully unsupervised and used as a community workshop.

However, Age UK Oldham offer a holistic package and are able to monitor and provide support to the user and their carer/family, giving them the help to access health and care services where necessary, link them with other services/activities as and when the opportunity arises and in times of crisis. It is also a much welcome respite for both relatives/carers and users. An added concern would be the recognition of men who appear to function well but have underlying health conditions, undergo changes in medication etc which sometimes affect concentration or a change in ability which could result in a mishap to themselves or others.

### **Our Proposal**

At our Failsworth shed we encouraged a number of “shedders” to form a constituted group to join an allotment society, lease their own plot and attract external funding to help regenerate and equip the venture. This was initially successful but it soon became apparent that the men needed the ongoing help of the Shed Co-ordinator to support and motivate them to continue.

To overcome this challenge, our plan is to garner community support and explore development of the unmanned days to be run independently by the local community whilst existing sessions for the more vulnerable would continue on staffed days. There has been considerable interest from the local community to explore and set up shed activity for women and this would be a welcome addition at both centres.

Learning from the expertise and knowledge we gained during the five years of successfully delivering “Ambition for Ageing” funding. Using an asset-based approach, including older people in the decision making and offering skills training to give them the confidence to develop and ultimately take control to enable their allocated days to be fully sustainable.

We have 4 months of funding available from April 2021 in Ambition for Ageing before the project comes to an end and we are proposing to the Lottery that this would be worthwhile for our staff in AFA to engage with the community and, if there is enthusiasm, support them to develop and establish a community enterprise to run alongside the existing service.

## Post Covid Recovery

We anticipated that the need for our Sheds will have grown during the pandemic and that the impact of Covid-19 will make our service even more important for men in Oldham. Older men are one of the groups most affected by coronavirus and those with health conditions such as heart problems and obesity are most at risk.

Age UK's report '[The impact of COVID-19 to date on older people's mental and physical health](#)' published in October, has found that older people staying at home to protect themselves from the virus has led to other serious problems and **Oldham's Covid recovery Plan** echoes these findings and we continue to work as an ally for the council communicating, engaging and activating the community.

Throughout the pandemic we have been in daily/weekly contact ( making over 2,000 phone calls each week) with those people whose services have been suspended, supporting carers/families at risk of carer breakdown and others who were not known to us previously and are ready to re-instate our Men In Sheds service to address the issues that they have been experiencing - give them the confidence and support to return to engaging/socialising in the community in a changed environment.

With the approval of commissioners, we have already formulated detailed recovery plans and reinstated some of our contracted services and transport to accommodate the most frail and vulnerable. Following the re-opening we identified 4 cases of users/staff testing positive there has been no internal transmission – testament to our strict infection control measures, staff training and vigilance and would replicate this approach at Men In Sheds.

We ask that this proposal for match funding be given your full consideration. Older men in this group are already disadvantaged. The isolation that Covid restrictions imposed have affected them severely and to remove this facility which is so vital to their future health and well-being would be a backward step.

## Appendix Six: Angela Rayner MP Response to Rotary Club re Mahdlo

All correspondence to:  
Angela Rayner MP  
House of Commons  
LONDON  
SW1A 0AA

ANGELA RAYNER MP  
Ashton-under-Lyne



HOUSE OF COMMONS  
LONDON SW1A 0AA

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angela.rayner.mp@parliament.uk

Dear Anthony,

Thank you so much for taking the time to write to me regarding Oldham Council's proposed funding cuts to Mahdlo Youth Zone.

I completely agree with you about the wonderful benefits Mahdlo brings to young people from all over Oldham, including the facility in Failsworth, which falls within my constituency.

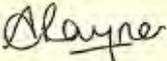
From Oldham Council's perspective, the funding deal they agreed with Mahdlo in 2012 was only meant to last three years but has continued with no cuts until the present day.

Over the same timeframe, the council has faced cuts to its own budget in excess of £200 million – 50% of its controllable spend – so as you can no doubt imagine, difficult decisions have to be made.

I think it is fantastic that the Rotary Club feel so passionately about the youth of our town and I would love to hear more about your campaign.

Thank you once again for taking the time to write to me about such an important issue.

Best wishes



Angela Rayner  
Deputy Leader of the Labour Party and Labour Party Chair

Representing Ashton, Droylsden & Failsworth  
Tel: 0207 219 8782 Email: angela.rayner.mp@parliament.uk