

OVERVIEW AND SCRUTINY PERFORMANCE AND VALUE FOR MONEY SELECT COMMITTEE

Regulatory Committee

Agenda

Date	Tuesday 5 February 2019
Time	6.00 pm
Venue	Crompton Suite, Civic Centre, Oldham, West Street, Oldham, OL1 1NL
Notes	<p>1. DECLARATIONS OF INTEREST- If a Member requires any advice on any item involving a possible declaration of interest which could affect his/her ability to speak and/or vote he/she is advised to contact Paul Entwistle or Fabiola Fuschi in advance of the meeting.</p> <p>2. CONTACT OFFICER for this Agenda is Fabiola Fuschi Tel. 0161 770 5151 or email fabiola.fuschi@oldham.gov.uk</p> <p>3. PUBLIC QUESTIONS – Any member of the public wishing to ask a question at the above meeting can do so only if a written copy of the question is submitted to the Contact officer by 12 Noon on Thursday, 31 January 2019.</p> <p>4. FILMING - The Council, members of the public and the press may record / film / photograph or broadcast this meeting when the public and the press are not lawfully excluded. Any member of the public who attends a meeting and objects to being filmed should advise the Constitutional Services Officer who will instruct that they are not included in the filming.</p>

Please note that anyone using recording equipment both audio and visual will not be permitted to leave the equipment in the room where a private meeting is held.

Recording and reporting the Council's meetings is subject to the law including the law of defamation, the Human Rights Act, the Data Protection Act and the law on public order offences.

MEMBERSHIP OF THE OVERVIEW AND SCRUTINY PERFORMANCE AND VALUE FOR MONEY SELECT COMMITTEE IS AS FOLLOWS:
Councillors Ahmad (Chair), Curley, Davis, Harkness, Phythian, Qumer, Stretton (Vice-Chair) and Azad

Item No

1 Apologies For Absence

- 2 Urgent Business

Urgent business, if any, introduced by the Chair
- 3 Declarations of Interest

To Receive Declarations of Interest in any Contract or matter to be discussed at the meeting.
- 4 Public Question Time

To receive Questions from the Public, in accordance with the Council's Constitution.
- 5 Minutes of the last meeting (Pages 1 - 8)

The minutes of the Overview and Scrutiny Performance and Value for Money Select Committee meeting held on 13th December 2018 are attached for approval
- 6 Minutes of the Overview and Scrutiny Board to note (Pages 9 - 20)

The minutes of the Overview and Scrutiny Board meeting held on 27th November 2018 are attached for noting
- 7 Position Statement on Education Standards 2018 (Pages 21 - 32)
- 8 Liberal Democrats Budget Amendment Proposals 2019/20 (Pages 33 - 102)
- 9 Work Programme 2018/19 (Pages 103 - 108)

For noting
- 10 Date and Time of Next Meeting

The next meeting of the Overview and Scrutiny Performance and Value for Money Select Committee will take place on Thursday 21st March 2019 at 6 p.m.

OVERVIEW AND SCRUTINY PERFORMANCE AND VALUE FOR MONEY

SELECT COMMITTEE

13/12/2018 at 6.00 pm



Present: Councillor Ahmad (Chair)
Councillors Curley, Davis, Harkness, Phythian and Stretton
(Vice-Chair)

Also

Present: Councillors Dean and Jabbar

In Attendance:

Anne Ryans	Director of Finance, Oldham Metropolitan Borough Council (OMBC)
Andrew Sutherland	Director of Education and Early Years, OMBC
Carrie White	Positive Steps
Liam Whitehead	Positive Steps
Stewart Hindley	HR Business Partner, OMBC
Mark Stenson	Head of Corporate Governance, OMBC
Andrew Moran	Assistant Director of Finance, OMBC
Merlin Joseph	Interim Director Children's Services, OMBC
Jennie Davis	Head Teacher for the Virtual School, OMBC
Andy Cooper	Senior Finance Manager, OMBC
Joe Davies	Interim Chief Operating Officer, Unity Partnership
Fabiola Fuschi	Constitutional Services Officer, OMBC

1 APOLOGIES FOR ABSENCE

There were no apologies for absence received.

2 URGENT BUSINESS

There were no items of urgent business received.

3 DECLARATIONS OF INTEREST

There were no declarations of interest received.

4 PUBLIC QUESTION TIME

There were no public questions received.

5 MINUTES OF THE LAST MEETING

RESOLVED that the minutes of the Overview and Scrutiny Performance and Value for Money Select Committee meeting held on 4th October 2018 be agreed as a correct record.

6 MINUTES OF THE OVERVIEW AND SCRUTINY BOARD

RESOLVED that the minutes of the Overview and Scrutiny Board meeting held on 16th October 2018 be noted.

COUNCIL PERFORMANCE REPORT SEPTEMBER 2018

Consideration was given to the quarterly Corporate Performance report for September 2018.



The Select Committee discussed the possibility to review the performance of Health Services in connections with Health Indicators.

RESOLVED that:

1. The Corporate Performance report 2018/19 Quarter Two be noted;
2. Arrangements be made for the Select Committee to start reviewing the performance of Health Services in Oldham.

LOCAL GOVERNMENT FINANCIAL RESILIENCE

Consideration was given to a report of the Director of Finance which looked at recent Local Authorities financial failures and challenges as reported in the media. The report also presented the findings of a report of the National Audit Office from earlier in 2018, concerning the financial sustainability of Local Authorities. The report also highlighted the Chartered Institute of Public Finance and Accountancy's efforts to ensure attention on financial sustainability remained in focus through the development of a financial resilience index.

The Cabinet Member for Finance and Corporate Resources, the author of the report and the Assistant Director of Finance attended the meeting to present the information and to address the enquiries of the Select Committee.

The Portfolio Holder addressed the Select Committee explaining that many Local Authorities in the UK had lost large funding to their core budget, consequently, they had to manage significant financial challenges. In Oldham, Elected Members and Officers worked together to ensure that current financial and demand pressures were managed in line with the Council's governance arrangements. Therefore, the sustainability of managing substantial funding reductions was ensured by regular updates to Scrutiny Committees and Full Council as well as via quarterly reporting to the Audit Committee.

Members sought and received clarification / commented on the following points:

- Local Government finance settlement for 2019/20 – It was explained that Oldham might receive £1M more than what had been forecasted. However, this had to be seen in the context of increased demand for services. For example, Children's Services had required an additional spend of £18M since 2017. Furthermore, £12M were still needed to fill the gap in 2019-20 budget.
- Use of reserves and sustainability for Local Authorities – It was explained that Oldham Council looked at the use of reserves with extreme cautiousness. Reserves had been used diligently and carefully to ensure the best outcomes for residents. Since Page 2, the demand for social care had

increased significantly. In the same period, Government funding for Local Authorities had been reduced by 49.1%. Therefore, use of reserves and reductions in other spend had become more important in terms of balancing budgets.

In Oldham, the key task would be not to rely on reserves and, through the Medium Term financial planning, maintaining a forward look at the level of cuts required, review services and put forward adequate strategy to meet service demand.

- Different levels of needs in different Local Authorities – It was explained that the Government was about to launch a consultation paper on fair funding to Local Authorities. A new formula would be devised to decide how financial resources should be distributed at local level to fund services. An option might be a national funding formula for all the Local Authorities and an additional pot for Adult Social Care and Children's Services which would vary according to local needs.
- Financial sustainability issues mainly involving County Councils – It was explained that as County Councils did not provide full range of local services like single tier authorities, they did not have the same flexibility to manage resources against the demand for certain services. Another underlining issue was that they had not increased their Council Tax.
- National Audit Office's recommendations to the Ministry for Housing, Communities and Local Government (MHCLG) to develop a long term plan to address the current financial and demand pressures in the sector and to secure its financial sustainability.

RESOLVED that:

1. The content of the report be noted;
2. The report be distributed to all Councillors.

9

UPDATE ON THE IMPROVING ATTENDANCE AND HEALTH AND WELLBEING

Consideration was given to a report of the People Services Business Partner which sought to update the Select Committee on the position in relation to Improving Attendance at month seven of the financial year 2018/19.

The report also provided information in relation to sickness absence percentages per weekdays per directorate, levels of compliance and return to work interview statistics per directorate, top three reasons for absence and progress on the Health and Wellbeing programme for employees – Fit for Oldham.

The author of the report accompanied by the Cabinet Member for Finance and Corporate Resources attended the meeting to present the information and to address the enquiries of the Select Committee.

It was reported that the position following month 7 of the current financial year showed performance at 32% over target, this meant that an average of 4.65 working days had been lost per employee against a yearly target of 6 working days.

The main reasons for absence were: muscolo-skeletal, mental health and stomach, liver and digestion. There was a continuous focus, via extensive management communication, on policy compliance, return to work interviews and stage meetings. Detailed data was provided on days lost per service, absence by age, gender, short term and long term sickness and absence per directorates.

With regard to Fit for Oldham, the health and wellbeing programme for Oldham Council's employees, it was reported that bespoke training had been introduced to support mental wellbeing in the workplace. Regular health checks were offered on a quarterly basis. A variety of activities such as running clubs, knitting classes, gym membership were in place to support members of staff with their physical and mental wellbeing.

Members sought and received clarification / commented on the following points:

- Comparison with other Local Authorities in the region – it was explained that, last year, Oldham Council had performed second lowest authority in Greater Manchester for sickness absence. Greater Manchester Combined Authority sickness absence average in 2017/18 had been 9.80 days and Oldham year end outturn in the same year had been 8.38 days. This position had been consistent with performance in previous years;
- Acknowledgement of the importance to support the health and wellbeing of members of staff as most important asset to the organisation;
- Interaction between Human Resources and HR Advisory and Payroll in Unity Partnership – It was explained that there was a close relationship and a support mechanism was in place.
- Policy compliance and Directorate Management Team – It was explained that information on policy compliance was feedback to Directors who would challenge Heads of Service to adhere to the policy.
- Commending the work on mental health and the support in place for employees – It was explained that a different approach had been adopted and when contact with the employee was not possible, the employer would liaise with a family member. This helped in the return to work process.
- Managing absences and financial loss – It was explained that a support system was in place through working with partners and Trade Unions to reach out for people who needed help. The trend was going in the right direction but greater changes needed to be seen in the next months. The workforce had been reduced significantly

(about one third of the entire workforce in eight years) and most services had been affected. Systems and checks were in place to address this difficult situation.



RESOLVED that:

1. The contents and actions contained in the report to improve attendance at work be noted;
2. The current sickness absence position as at month seven be noted;
3. The update on the health and wellbeing programme, Fit for Oldham, be noted.
4. A full year report be presented in six months.

10

LOOKED AFTER CHILDREN

Consideration was given to a report of the Head of Service, Looked After Children on the number of children in care, the types of placements they were allocated to, the reviews, the education outcomes and the cost to the Local Authority.

The report author, accompanied by the Interim Director of Children's Services, the Director of Finance and the Senior Finance Manager attended the meeting to present the information and to address the enquiries of the Select Committee.

It was reported that both at national and local level, the number of Children Looked After (CLA) had increased consistently since 2013. In Oldham, an increase of 37 cases (per 10,000 population) had been registered between March 2016 and March 2018. These figures were affected by the rise in cases of domestic abuse. It was also reported that in recent months, the number of CLA had been on a downward trend and this had placed Oldham in a better position compared to its statistical neighbours. It was reported that this was due to a more stringent management oversight of decision about children becoming looked after as well as a stronger focus on children safely exiting care.

Overall, this was an improving picture but still some challenges had to be addressed. For example, the increasing level of complexity in new and existing cases; this was often connected with domestic violence and parental mental health. Children were also at risk of sexual exploitation and this affected the stability of placements. Children's Social Care Budget saw CLA as its largest overspend due to out of the area placements and in-house fostering. A revised operating model had been proposed to address the overspend by reducing the demand for placements and achieving better value for money via better commissioning.

With regard to the education outcomes of CLA, it was reported that 2017/18 data had not yet been validated. Therefore, the report mainly focused on 2016/17 information. Positive outcomes had been registered for Key Stage 2 and 4, improving trends, Oldham had ranked 19th nationally, in combined reading, writing and maths, ~~achieving~~ ^{Page 5} expected standards. This

was higher nationally, regionally and in comparison to statistical neighbours. With regard to outcomes for Key stage 4, Oldham had been ranked 11th nationally for English and Maths GCSEs.

Members sought and received clarification / commented on the following points:

- Adoption time scale – it was explained that, in Oldham, the adoption time scale had been reduced from 501 days in 2015 to 430 days.
- Out of the area placements – It was explained that Oldham had 41% of CLA placed out of the area. However, they were placed within 21 miles from their home address, in line with the Government measure to improve long term stability, quality of relationship and to avoid disruption to schooling.
- Education outcomes and issues on progress for Key Stage 4 – It was explained that services faced challenges linked to the social and mental health aspects of young people's lives. For those children placed in external provisions, the intention was to return them to in house provisions in order to achieve better outcomes through collaboration amongst education, health and social care professionals. It was also stressed that services wanted to take on board the voice of children; it was statutory provision that each CLA had an Education and Health Care Plan (HECP), so education and health and care professionals could work together to support children and young people to achieve their targets.
- CLA's overspend – Details of the overspend were provided. It was also explained that recruitment of foster parents was ongoing; Oldham had joined You Can Foster agency to increase its visual advertising campaign.
- Foster parents recruitment in Oldham and comparison to its statistical neighbours – It was explained that Oldham in house provision compared well to its statistical neighbours. The aim was to increase the capacity to place children locally.
- Academies and CLA – it was explained that there was statutory guidance in place that all school establishments had to follow. In addition to this, there was a forum where all schools, including Academies and the Virtual Head Teacher met regularly. Although Academies had different policies and procedures, they were generally very responsive and prepared to build up relationships with professionals who worked with CLA.
- Reasons for spike in CLA figures – It was explained that there were various reasons, however, more children were coming into care and less could exit care safely. However, more preventative work was ongoing to reduce these figures.
- Percentage of children subject to abuse or neglect – It was explained that the majority of CLA had been subject to neglect and emotional abuse. However, in domestic abuse, it was difficult to separate the two.

- Austerity and impact on society – It was explained that the financial climate and the challenges that families faced in terms of domestic abuse, substance misuse and sex exploitation, all had an impact on children.
- Placement Stability – It was explained that different causes could contribute to make a placement not stable, for example a planned move, such as adoption, was a positive outcome although it had an impact on the stability of a previous placement. Social care and education professionals worked together to ensure that education provision was maintained to contribute to a greater stability for CLA.
- Education, Employment and Training for CLA and care leavers - It was explained that there was a dedicated career advisor for CLA and care leavers. 70% of care leavers in Oldham were in Employment, Education or Training. The Corporate Parenting Panel had the responsibility to safeguard and promote the welfare of these children.

RESOLVED that the content of the report be noted.

11

UPDATE ON NEET (NOT IN EDUCATION, EMPLOYMENT OR TRAINING) POSITION AT SEPTEMBER/OCTOBER 2018

Consideration was given to a progress report of the Head of Inclusion and Post 16 which sought to inform the Select Committee of the current NEET (Not in Employment, Education or Training) position and activity. The report included information about a number of other programmes which were running alongside the Local Authority commission and aligned and positively contributing towards participation rates for young people in Oldham.

The Director of Education and Early Years attended the meeting to present the information and to address the enquiries of the Select Committee.

It was reported that it was the responsibility of Local Authorities to encourage, enable and assist young people to participate in education or training. Oldham Council engaged with Positive Steps to provide information, advice and guidance to particular vulnerable groups such as those who were Looked After, Care Leavers, those with Special Educational Needs and Disabilities (SEND) and those who were at risk of becoming NEET post 16. Oldham Council also utilised funding from the European Social Fund (ESF) to provide additional support to 15 to 18 year olds via pathways that focused on resilience, confidence and independent travel. This work complemented the intervention of the Local Authority.

Members were informed that, although the figures outlined in the report were generally positive, they were not definitive as a large proportion of young people were still waiting for their destinations/educational placements to be established.

Arrangements were in place to ensure that activities and progress on key areas were monitored.

Members sought and receive clarifications / commented on the following points:

- NEET performance per ward – It was explained that these figures could be provided.
- ESF and UK leaving the European Union – It was explained that pathways funded via the ESF were in place until March 2020. However, given the uncertainty linked to the outcome of the negotiations between the UK and the European Union, it was not possible to plan any future retendering for the same programme.

RESOLVED that the content of the report be noted.

12 WORK PROGRAMME 2018/19

RESOLVED that the Work Programme for 2018/19 be noted.

13 EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED that, in accordance with Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that they contain exempt information under paragraph 3 of Part 1 of Schedule 12A of the Act, and it would not, on balance, be in the public interest to disclose the reports.

**14 THE UNITY PARTNERSHIP PERFORMANCE REPORT,
2017/18**

Consideration was given to a progress report of the Chief Operating Officer, Unity Partnership, on the performance and value for money provisions ad monitoring of the contract between Oldham Council and Unity Partnership for the annual period ending on 31st March 2018.

The author of the report and the Oldham Council representative on the Unity Partnership Joint Venture Board were in attendance to present the information and to address the enquiries of the Select Committee.

RESOLVED that the content of the report be noted.

The meeting started at 6.00 pm and ended at 8.12 pm



OVERVIEW AND SCRUTINY BOARD 27/11/2018 at 6.00 pm

Oldham
Council

Present: Councillor McLaren (Chair)
Councillors Ball (Vice-Chair), J Larkin, Leach, Taylor, Williamson and Curley

Also in Attendance:

Councillor Roberts	Cabinet Member for Housing
Stephanie Bolshaw	Chief Executive, Positive Steps
Paul Axon	Director Targeted Services, Positive Steps
John Garforth	Trading Standards and Licensing Manager
James Mallion	Acting Consultant in Public Health
Mark Warren	Managing Director Community Health and Social Care Services (DASS)
David Stringfellow	Children's Transformation
Dr Henri Giller	Independent Chair, Oldham Safeguarding Adults Board and Oldham Local Safeguarding Children Board
Justine Addy	Principal Policy Officer
Andrew Hunt	Strategy, Partnerships and Policy Manager
Rebekah Sutcliffe	Strategic Director of Reform
Stephen Irvine	Head of Planning and Development Management
Clare Davison	Senior Planning Officer
Dami Awobajo	Head of Business Intelligence
Sian Walter-Browne	Principal Constitutional Services Officer

1 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Toor.

2 DECLARATIONS OF INTEREST

There were no declarations of interest received.

3 URGENT BUSINESS

There were no items of urgent business received.

4 PUBLIC QUESTION TIME

There were no public questions received.

5 MINUTES OF PREVIOUS MEETING

RESOLVED that the minutes of the meeting held on 16th October 2018 be approved as a correct record.

6 MINUTES OF THE HEALTH SCRUTINY SUB-COMMITTEE

RESOLVED that the minutes of the Health Scrutiny Sub-Committee held on 11th September 2018 be noted.

7 MINUTES OF THE GREATER MANCHESTER COMBINED AUTHORITY (GMCA) HOUSING, PLANNING AND ENVIRONMENT OVERVIEW AND SCRUTINY COMMITTEE

RESOLVED that the minutes of the Greater Manchester Combined Authority (GMCA) Housing, Planning and Environment Overview and Scrutiny Committee meeting held on 13th September 2018 be noted.

MINUTES OF THE GREATER MANCHESTER COMBINED AUTHORITY (GMCA) CORPORATE ISSUES AND REFORM OVERVIEW AND SCRUTINY COMMITTEE



RESOLVED that the minutes of the Greater Manchester Combined Authority (GMCA) Corporate Issues and Reform Overview and Scrutiny Committee meeting held on 18th September 2018 be noted.

MINUTES OF THE GREATER MANCHESTER COMBINED AUTHORITY (GMCA) ECONOMY, BUSINESS GROWTH AND SKILLS SCRUTINY COMMITTEE

RESOLVED that the minutes of the Greater Manchester Combined Authority (GMCA) Economy, Business Growth and Skills Scrutiny Committee meeting held on 21st September 2018 be noted.

YOUTH JUSTICE STRATEGIC PLAN 2018/19

Consideration was given to a report of the Director Targeted Services, Positive Steps, which set out the strategy for Oldham Youth Justice Service (YJS) in 2018/19, with an outline action plan setting out how it would achieve its primary functions and key objectives. The Board noted that it was a statutory duty of the Local Authority to produce an annual plan.

Members were informed that Oldham was one of nine Youth Offending Teams (YOTs) in Greater Manchester within the North West region and was the only statutory Youth Justice Service (YJS) in England & Wales which was subcontracted by the Local Authority and directly delivered by an independent charitable trust, Positive Steps (PS). PS also provided an integrated range of targeted services. The Centre through which they were delivered, also hosted a range of partner services. Oldham was a medium-sized YJS, employing 29 staff and currently has 15 volunteers. The Service was managed in an integrated way alongside other services to support children, young people and families within a Targeted Services Directorate at PS. The Service was overseen by the Youth Justice Management Board, which included representatives from the Local Authority and other statutory partners.

The Board noted that the primary functions of the services were:

- The reduction in First Time Entrants (FTE) to the criminal justice system
- The reduction in Re-Offending following both pre and post court disposals
- The reduction in the use of Custody for offenders
- To effectively protect the public
- To effectively safeguard children and young people

Members were informed that Greater Manchester had seen emerging change through the GM Children's Service Review and the devolution of power to Greater Manchester in key policy areas, including criminal justice. Oldham continued to work with all key GM decision makers and stakeholders to ensure the quality of local provision was maintained and improved. Oldham had taken a key

role in the development and continuation of Greater Manchester priorities and held a lead role in the development of the following areas:

- Resettlement
- Evidence based practice
- Out of court Disposal (pilot area)
- Problem Solving courts (pilot area)



The action plan was separated into two sections, one focussing on 2018/19 priorities and service delivery, and the second focussing on development which was costed. The costed plan was a requirement of the Youth Justice Board (YJB), as the grant provided by the MoJ via the YJB must only be used for development work.

Members sought and received clarification/commented on the following points:

- Problem solving courts pilot – this was a different approach that was in development, which usually involved the families and was more of a participatory discussion than just sentencing.
- Post linked to A&E – this had not yet been appointed to and would be based on the model from St Martin's in London, where the approach worked well.
- Low communication skills – 60% of young people in the justice system had some form of speech or language barrier. Helping overcome this quickly built self-esteem and motivation.
- Probation service contribution – the service supplied a post, as an in-kind contribution rather than just financial.
- Specific work re knife crime – the A&E link would work around this. The team also worked with Street Doctors who taught young people about the impact of knife crime by training them in first response and how to deal with injuries.
- Outcomes of the “Which Way” project – there had been good data back that showed low levels of re-offending. This needed oversight long-term to be assured of rehabilitation.
- Strong volunteer workforce – there was a full induction programme and feedback showed the volunteers felt supported. They were able to offer a different approach to paid staff.
- Community Payback – YJS called this giving back and it was personalised to the victim and offender. Young people could also be involved in the Positive Cycles initiative and could work with older people in care homes.

RESOLVED that:-

1. The Youth Justice Strategic Plan 2018/19 be noted and commended to the Council for approval.
2. The Board would receive an update on progress in 12 months.

GAMBLING POLICY REVIEW

Members gave consideration to a report which updated them on the recent review of the Council's Gambling Policy and sought their views on the suggested amendments required prior to Council approval. The policy was largely concerned with the regulation of businesses and included a section concerning gambling-related harm.



The Board was informed that the current policy was adopted in January 2016 and had to be reviewed every 3 years. The policy at Appendix 1 proposed amendments since it had last been approved. Most gambling policies issued by Councils would use the same template issued by the Local Government Association as it was based on best practice and ensured a consistent approach nationally.

The majority of alterations to the policy since the one adopted in December 2015 were tidying up changes to references from national guidance and making certain points clearer.

The Board was informed that, in setting its local policy, the Council must show how it would seek to promote the licensing objectives under the Act, which were:

- Preventing gambling from being a source of crime and disorder, being associated with crime or disorder or being used to support crime;
- Ensuring gambling was conducted in a fair and open way; and
- Protecting children and other vulnerable people from being harmed or exploited by gambling.

The revised policy focussed a lot more on the issues of public health and harm. A section had been included in the proposed Policy in relation to gambling related harm, following a motion debated at Council on 12th July 2018. The main resolution from the Council motion was to ensure that information was displayed on the Council website to 'signpost' residents with a gambling 'problem' to the providers of relevant services, such as GambleAware, to support them with their addiction. In addition, the Council requested that all schools, colleges and youth centres in the Borough were made aware of the Gambling Toolkit produced by GambleAware, which was available online. The Council also resolved that the Council's Gambling Policy would reflect any recommendations that resulted from the work done to achieve these outcomes by the time of its renewal in January 2019.

The Board was informed that gambling addiction was a hidden problem and figures could only be estimated, however it was likely that there were between 700-1900 problem gamblers in Oldham. It was recognised that there was work to do with regards to prevention and the service was working closely with schools.

Members were informed that the work undertaken by Officers in licensing and public health had shown the Council's commitment to

support those who are suffering or likely to suffer from the effects of gambling, and detailed areas of help and support whilst recognising that there was a problem.



Members noted that the proposed policy would be considered by the Council on the 12th December.

Members sought and received clarification/commented on the following points:

- The service offered by GambleAware in relation to financial hardship – it offered information and advice, and further signposting. There was not a local focus and the Council was looking at providing more-local information with possibly a local base. This would assist professionals in directing people towards support and would enable tailored support to be offered, with a better offer in relation to education and prevention.
- Statistics re effect – for every problem gambler, there would be 6-10 other people affected.
- Fixed-odds terminals – legislation was in process to reduce the maximum stake from £100 to £2, however people would still find a way to spend if they were determined to do it. The Board was informed that the industry had provided resources to assist in addressing addiction.

RESOLVED that the policy be noted and commended to the Council for approval.

12

SAFEGUARDING BOARDS ANNUAL REPORTS (LSCB/LSAB)

The Board gave consideration to the Annual Reports of the Safeguarding Adults Board and the Local Safeguarding Children's Board for 2017/18.

In relation to the Safeguarding Adults Board, the Board noted the Annual Report had been signed off on 14th November 2018 and would be published on the safeguarding pages of the Council's website.

The Safeguarding Adults Board Annual Report set out:

- The achievements of the sub-groups of the Safeguarding Adults Board, linked to the priorities identified in the action plan
- The benefits of undertaking a peer review with Stockport Safeguarding Adults Board, and how the outcomes of this would feed into the development of the business plan for 2019/20
- The activity data relating to Safeguarding and to the Deprivation of Liberty
- Safeguards for the year
- Reports from the partner agencies on their challenges, achievements and ambitions

- Priorities for the Safeguarding Adults Board for 2018/19 and beyond, as set out in the 2018/19 business plan, and 2018-2021 three year strategy.

Members were informed that the Board had revised its structures to provide both a strategic and targeted approach. There were specific work groups in relation to integration and joint working. Work was focussed on PREVENT, domestic violence, mental capacity and deprivation of liberty. There was a commitment to performance management and the quality of service was both assessed and audited.

Members noted there had been a growing number of safeguarding adults reviews and learning from these had been shared with partners. There had been mutual peer reviews undertaken with Stockport and the recommendations would be actioned.

Members sought and received clarification/commented on the following points:

- Did the targeting recognise learning disabilities – there was a need to assess mental capacity to put in place a protection plan. There was a difficult balance to be undertaken by social workers between the need to protect and the wish to provide as full a life as possible, and this would usually involve a multi-disciplinary team. There was a particular challenge around getting clients into employment.
- The number of granted applications for Deprivation of Liberty Safeguards (DoLS) had reduced – the current DoLS system was under review and these safeguards were due to change. A number of assessments had been brought together and, as they could only be signed off at a very high level, a backlog had arisen. The system was due to become less bureaucratic and this may address some of the challenges.

In relation to the Annual Report of the Local Safeguarding Children's Board (LSCB), members were informed that the LSCB had a statutory responsibility under Section 14 of the Children's Act 2004 to co-ordinate the safeguarding activity of agencies within the local area and to ensure the effectiveness of this activity for the purposes of promoting the safety and wellbeing of children and young people. Working Together 2015 required that LSCB's publish an annual report which provided an assessment of the performance and effectiveness of local services in their safeguarding activity.

Members were informed that the current focus was on improving the functions of the Board, following the 2015 Ofsted report. The Board had a small executive and a number of groups, with core function groups and priority issue sub-groups.

The core functions had shown significant improvements. It was recognised that safeguarding risks did not only arise within the family and that there were a wide variety of forms. Members were to the detail in the report concerning the priority issue sub-groups. Current issues included children missing from education, children

educated at home and peer-on-peer abuse. The Adult and Children's Boards were jointly working on the priority area of transition between youth and adult services.

Members were informed that the arrangements for the Board would change in 2019. Revised procedures would be developed and would be submitted for approval in early 2019.

Members sought and received clarification/commented on the following point:

- Training for voluntary groups – Members were informed that the website was due to be refreshed and the availability of training could be highlighted.

RESOLVED that :-

1. Both Annual Reports be approved.
2. The Board would receive an update on progress from both Boards in 12 months.

13

SINGLE-USE PLASTICS

The Board gave consideration to a report of the Principal Policy Officer with regards to the draft Strategy that responded to a motion to the Council on single-use plastics.

At its meeting on 28th March 2018, the Council had received a motion in relation to the elimination of single-use plastic materials to achieve a significant reduction in plastic waste. The Council had resolved to ask the Cabinet to:

- Develop a robust strategy to make Oldham a 'single-use plastic-free' authority by the end of 2018 and encourage the Borough's institutions, businesses and citizens to adopt similar measures;
- End the sale and provision of single use plastic products such as bottles, cups, cutlery and drinking straws in council buildings, or council supported venues, wherever possible; promoting the use of non-plastic recyclable alternatives e.g. paper straws to ensure our venues remain accessible to those with additional needs.
- Encourage traders across the Borough to sell re-usable containers and invite customers to bring their own.
- Consider the merits and practicalities of introducing a 'window sticker' scheme to accredit local businesses that are committed to reducing plastic waste through, for example, offering free water bottle refills.
- Investigate the possibility of requiring pop-up food and drink vendors at council supported events to avoid single use plastics as a condition of their contract; with a view to phasing out all single use plastics at markets and events in the Borough by the end of 2018.
- Work with tenants in commercial properties owned by Oldham Council to encourage them to phase out single use plastic cups, bottles, cutlery and straws.

The report set out the draft strategy and supporting action plan to address the Council motion.

Four objectives had been identified:-

- a) Reduce Council use of single use plastics
- b) Engage strategic partners and businesses
- c) Engage schools and community groups
- d) Engage residents

The Action Plan had actions for each of these objectives, including specific actions on communications for each objective, which formed an overall communications plan.

Members noted that the strategy highlighted the existence of replacement products for those that would cease to be available from 2020. It was recognised that these may be more expensive initially and there would be a need to keep up to date with new products as they came on the market.

The Board was informed that the suggested window sticker scheme had been considered and would not be pursued further. The Council was instead looking into the promotion of compostable bags, possibly decorated with the Manchester bee emblem. Schools and community groups were also being engaged.

Members sought and received clarification/commented on the following points:

- The introduction of compostable bags was much preferred to the window sticker scheme
- Could an online tool be developed to signpost towards alternative products – the Council was not able to recommend particular suppliers or products and could provide general advice. It was acknowledged that the market in such products was rapidly evolving.

The Board was informed that the Strategy would be considered by the Cabinet in December, with a view to being put before the Council in January.

RESOLVED that the Single-Use Plastics Strategy 2019-2022 be approved.

14

THRIVING COMMUNITIES AND PLACE BASED INTEGRATION

Consideration was given to a report of the Strategic Director of Reform which updated the Board on the work being undertaken around Thriving Communities and Place Based Integration.

Members were informed that Oldham was a place that had enormous assets in terms of its people and community and these strengths could be built on to help meet the challenges to improve the health and wellbeing of residents, with a focus on;

- Loneliness, social exclusion and loss of confidence/purpose

- Physical and mental health
- Reacting to place issues in a joined-up way

The Board noted that Thriving Communities and Place Based Integration were about igniting whole-system change and putting early intervention and prevention at heart of everything the Council did, using the strengths and ingredients for change that were already within communities and wider systems, and linking people in with the right kind of support far earlier in the care pathway. The work was highly innovative and had received positive press nationally and interest from other councils as best practice.

Members were informed that the Thriving Communities Hub was having a positive impact. Social Action, the main focus, was developing social prescribing to improve health and wellbeing. It enable people to connect to groups and activities. Fast Grants provided small amounts of money to fund local initiatives. The Social Action Fund was available for a small number of larger projects.

Members were informed that different ways of working had been tested as part of Place Based Working. Real outcomes had been achieved and a framework was in development and progressing.

Members noted that Oldham was leading on Place Based Working within Greater Manchester and was one of three areas invited to speak at a conference.

Members sought and received clarification/commented on the following points:

- What had been learned that could be used in future – learning had been both positive and negative, and had been applied elsewhere. An example was given of enabling staff in a community team to work outside their usual roles. Sharing information about cases and places had been very useful. There had also been a major impact on staff morale as staff could see the value of what they were doing and know they were making a difference.
- Would it be a framework or definitive model – there would be a definitive set of principles to be applied in a common way. These may be delivered differently in each area to meet the needs of each place.
- Would the teams have a standard make up – there had not been a common make up as skills and knowledge were geared to each population. Where there was particular issue, work could be concentrated in a small area for a short term. Sustainability would be built in to enable progress to continue when that work ended.
- Ways of District working – this was subject to an ongoing review. District Teams currently worked routinely in an integrated way with partners.
- Exit strategy – this would be dealt with on a case by case basis, ensuring aims were achieved and progress sustainable. The small focussed teams could not be

permanent and there would always be the local resourced team.

- Review of impact – this would be ongoing

RESOLVED that:-

1. The two programmes of work be noted.
2. The Board would support and engage with the projects as the programmes grew.
3. An update on progress would be brought to the meeting of the Board in June 2019.

15

OLDHAM LOCAL PLAN - OLDHAM'S MONITORING REPORT 2017/18

Consideration was given to a report of the Senior Planning Officer which provided Members with information on Oldham's Monitoring report.

The Board was informed that, under Regulation 34 and 35 of The Town and Country (Local Planning) (England) Regulations 2012, local planning authorities were obliged to make monitoring information available for inspection as soon as possible after that information became available. The Monitoring Report covered the previous financial year, 1st April 2017 to 31st March 2018. In terms of housing land supply, the Monitoring Report presented the position as at 1 April 2018. The housing target was likely to increase substantially and the Housing Strategy would be coming to the meeting of the Board in January 2019.

Members noted that the Monitoring Report provided details on whether the Council was meeting the milestones set out in the Local Development Scheme (LDS) for preparing the various Local Plan documents. Performance was monitored against the LDS that was in place at the start of the monitoring period. The Monitoring Report also monitored a range of planning indicators, such as housing, employment and biodiversity, which sought to assess the effectiveness of the Council's land-use planning policies, and whether they were achieving their objectives and delivering sustainable development. This was the fourteenth Monitoring Report.

Members were informed that the new Greater Manchester Spatial Framework was subject to consultation. The Leaders of the Greater Manchester Authorities were due to meet in December and January to set out the timetable and the targets set in the final document would have to be met. They would not be optional. The aim for Oldham was to make the housing sustainable and in a place where people wanted to live.

Members sought and received clarification/commented on the following points:

- Brownfield sites – the Council would make the maximum number available, but the sites would have to be suitable and achievable. The Council owned brownfield sites and had powers that meant it could acquire others. Bids had been

- submitted for funding as the main difficulty was in cleaning up sites with an industrial heritage. National policies did not assist Oldham as it was not an area of high-cost housing and could not bid for the majority of the funding. Council-owned sites were not sufficient to meet housing need and it was a very long process to make brownfield sites available.
- The list in the report of what was no longer monitored – these were older policies that data was no longer collected on. Data on some specific matters was no longer available and other policies eg air quality would be subject to new Plans. The new Local Plan would need to take into account the social and environmental need, as well as economic need.

RESOLVED that the findings of the Monitoring Report 2017/18 be noted.

16

GENERAL EXCEPTIONS AND URGENT DECISIONS

There were no General Exception or Urgent Decisions to be noted.

17

OVERVIEW AND SCRUTINY BOARD WORK PROGRAMME

The Board gave consideration to the Overview and Scrutiny work programme for 2018/19.

An update was provided with regards to the Land Value Taxation workshop.

RESOLVED that the Overview and Scrutiny Board work programme for 2018/19 be noted.

18

KEY DECISION DOCUMENT

The Board gave consideration to the Key Decision Document which listed the key decisions to be taken from 1st December 2018.

RESOLVED that the Council's Key Decision Document be noted.

19

DATE AND TIME OF NEXT MEETING

RESOLVED that the date and time of the next meeting of the Overview and Scrutiny Board, to be held on Tuesday 22nd January 2019 at 6pm, be noted.

The meeting started at 6.00 pm and ended at 8.40 pm

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Education and Early Years

Position Statement on Education Standards 2018

Portfolio Holder: Cllr Paul Jacques, Cabinet Member for Education & Culture

Report Author: Adrian Calvert, Education Partnership Leader

Report to the Overview and Scrutiny Performance and Value for Money Select Committee

Date: 5th February 2019

1. Introduction

1.1. Purpose of the report

1.1.1. The purpose of this report is to provide Elected Members with a position statement on education standards in Oldham in 2018, as indicated by outcomes across key stages and in Ofsted inspections, in order to:

- Take informed positions on issues affecting standards in Oldham
- Promote broad, evidence based dialogue
- Influence local policies
- Identify opportunities for capacity building

1.2. Executive Summary

The information within this report refers to all Oldham Schools and Academies. All published data refers to all publically funded establishments.

Key educational outcomes in Oldham schools and settings improved in most areas in 2018. As a consequence the gaps to national figures have narrowed for most borough indicators. The most significant trends from 2017 to 2018 are:

- Improved Key Stage 2 Reading, Writing and Maths at a better than average rate, whilst narrowing the gap in between disadvantaged and all other pupils
- Increased performance in all measures at Key Stage 5, A level
- Increased Key Stage 1 Phonics at the same rate as national.

Despite this, most standards remain below the national average levels that are expected.

2. Early Years Outcomes

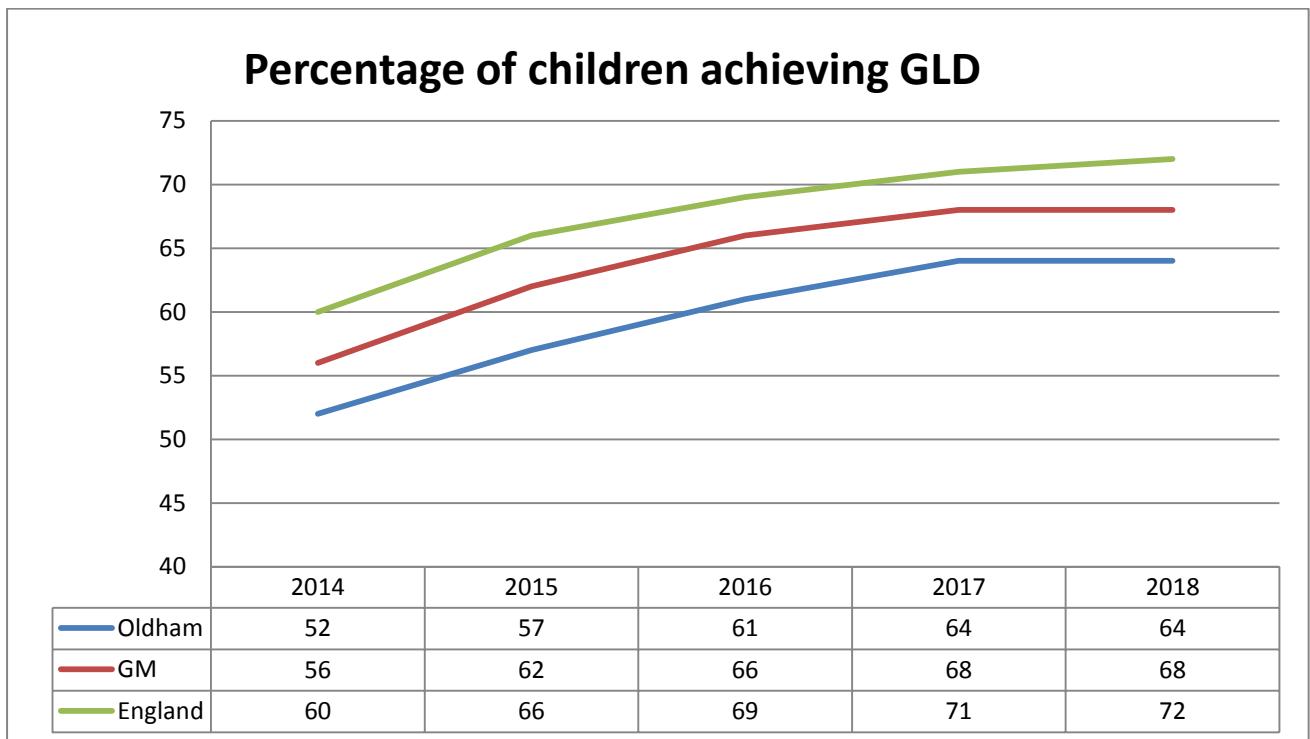
Validated data shows that in 2018, overall EYFSP performance using the national ‘good level of development’¹ (GLD) measure in 2018 increased by 0.4ppts to 64.1% compared to a national rise of 0.8ppts to 71.5%.

Oldham’s rate of improvement from 2014 to 2018 for the GLD is equal to the national rate of improvement. Oldham’s outcomes for the GLD have increased by 12ppts from 52% in 2014 to 64% in 2017. This is the same improvement as nationally where GLD rose from 60% in 2014 to 72% in 2017.

Since 2014, the gap between the Oldham and the national GLD measure has narrowed from 12ppts in 2014 to 8ppts in 2018, but it is still significantly below the national GLD.

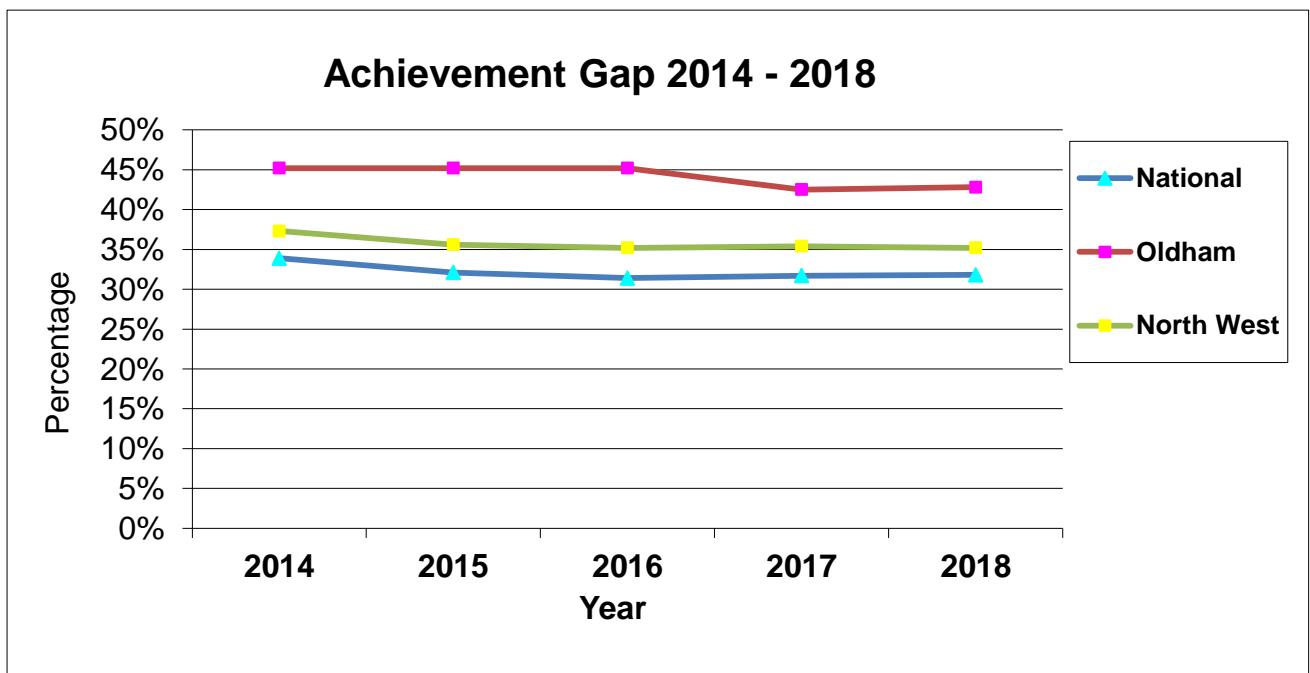
¹ Children are deemed to have reached a good level of development (GLD) if they achieve at least the expected level in every ELG within the three prime areas of learning, (personal, social and emotional development; physical development; and communication and language) and in the specific areas of mathematics and literacy. These are 12 of the 17 ELGs.

Figure 1: Oldham, regional, national percentage of children attaining the GLD, from 2014 to 2018.



In 2018 the achievement gap has widened slightly from 42.5 in 2017 to 42.8. The national attainment gap has widened by 0.1 to 31.8.

Figure 2: Oldham, regional, national achievement gaps to the lowest attaining 20% of children, from 2014 to 2018.



3. Primary School Outcomes

In Key Stage 2 assessments, the percentage of Oldham pupils achieving the National Standards for Reading, Writing and Maths (RWM) increased by 6% from 57% in 2017 to 63% in 2018.

The Oldham rate of increase is better than the national increase of 3% from 61% to 64%. The strongest area of increase in Oldham was 6% in both Reading and the combined Reading, Writing and Mathematics measure.

Reading is now only 2% below national, writing is only 1% below national and maths is now equal with national average. Combined Reading, Writing and Mathematics is now only 1% below national.

Combined Reading, Writing and Mathematics for disadvantaged pupils is now 1% above the national average.

Figure 3: Percentage of children meeting KS2 threshold in Reading, Writing and Maths

	Reading		Writing		Maths		RWM		GPS	
	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018
Oldham	67%	73%	74%	77%	74%	76%	57%	63%	77%	79%
NW	72%	76%	76%	78%	76%	76%	61%	65%	78%	79%
GM	72%	76%	77%	79%	76%	77%	62%	65%	79%	80%
England	72%	75%	76%	78%	75%	76%	61%	64%	77%	78%

4. Secondary School Outcomes

At Key Stage 4 the data available shows that Oldham pupils have on average not improved their attainment and progress from 2017 to 2018.

The key measure of attainment is *good maths & English* and this pass rate decreased to 57.1% (Level 9-4) in 2018 from 59% (Level 9-4) in 2017. The key measure of progress is *Progress 8*; this decreased from -0.20 in 2017 to -0.30 in 2018.

At the school level, there were some excellent performances, with The Blue Coat School and Hathershaw having very good progress and The Blue Coat and Crompton House attaining highly.

Figure 4: GCSE Good maths & English pass

School	A* to C EM / 4+ EM		
	2017	2018	Difference
Waterhead Academy	41.0%	42.0%	1.0%
Co-op Academy Failsworth	53.0%	52.8%	-0.2%
Royton and Crompton School	47.0%	49.3%	2.3%
The Hathershaw College	61.0%	63.5%	2.5%
The Saddleworth School	72.0%	66.7%	-5.3%
North Chadderton School	64.0%	57.8%	-6.2%
The Radclyffe School	64.0%	52.9%	-11.1%
The Blue Coat CofE School	82.0%	85.7%	3.7%
The Crompton House Church of England Academy	79.0%	81.2%	2.2%
Blessed John Henry Newman RC College	59.0%	56.8%	-2.2%
Oasis Academy Oldham	46.0%	47.2%	1.2%
The Oldham Academy North	57.0%	50.9%	-6.1%
Oldham LA	59.0%	57.1%	-1.9%

Figure 5: GCSE Progress 8 - across 8 qualifications including mathematics English, English Baccalaureate subjects and 3 others.

School	Progress 8		
	2017	2018	Difference
Waterhead Academy	-0.56	-0.88	-0.32
Co-op Academy Failsworth	-0.54	-0.82	-0.28
Royton and Crompton School	-0.69	-0.67	0.02
The Hathershaw College	0.35	0.46	0.11
The Saddleworth School	-0.03	-0.24	-0.21
North Chadderton School	-0.05	-0.31	-0.26
The Radclyffe School	0.02	-0.32	-0.34
The Blue Coat CofE School	0.46	0.53	0.07
The Crompton House Church of England Academy	-0.17	-0.04	0.13
Blessed John Henry Newman RC College	-0.12	0.02	0.14
Oasis Academy Oldham	-0.69	-0.77	-0.08
The Oldham Academy North	0.83	0.29	-0.54
Oldham LA	-0.20	-0.30	-0.10

5. Post 16 Outcomes

Un-validated A-Level results for Oldham schools and sixth form college show that 98.4 per cent of students achieved the A*-E pass rate. This means that Oldham outcomes for this measure continue to be above the national average.

At the top grades, 20.0% of Oldham students gained A/A*, which is closes the gap to the National average by 2.2%. These students are included in the 77.9% who gained A*-C which is closes the gap to the National average by 2.5%.

2018		Oldham LA	
Grade Ranges		Number	%
A*-A	536	20.0%	+2.2%
A*-B	1314	49.1%	+2.4%
A*-C	2082	77.9%	+2.3%
A - E Pass	2631	98.4%	+0.5%
Non Pass	43	1.6%	+0.2%

When we compare to national averages

2018		Oldham Difference to National 2018		Oldham Difference to National 2017		Change when compared to National
Grade Ranges	Oldham	National				
A*-A	20.0%	26.2%	-6.2%	-8.4%		2.2%
A*-B	49.1%	52.7%	-3.6%	-6.2%		2.6%
A*-C	77.9%	78.9%	-1.0%	-3.6%		2.5%
A - E Pass	98.4%	97.6%	0.8%	0.0%		0.8%
Non Pass	1.6%	2.4%	-0.8%	-0.7%		-0.1%

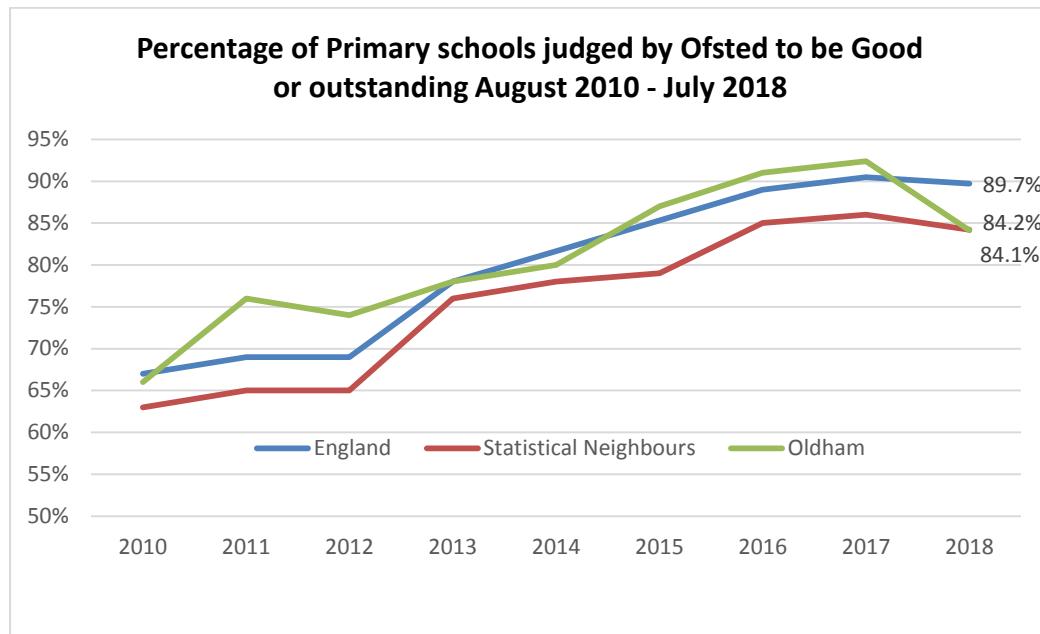
The participation rate of year 11 pupils moving on to education, employment or training has reduced slightly compared to last year, down from 96.3% to 95.8%, this is still 1.5% higher than in 2016. The NEET figure is slightly up from 2.3% to 2.6%, this is 1.4% better than 2016.

Our (16-18) participation data for looked after young people is very positive. Whilst numbers are small, the rate is 89.6%, up on last year's rate of 88.2% and 9.6% better than 2016.

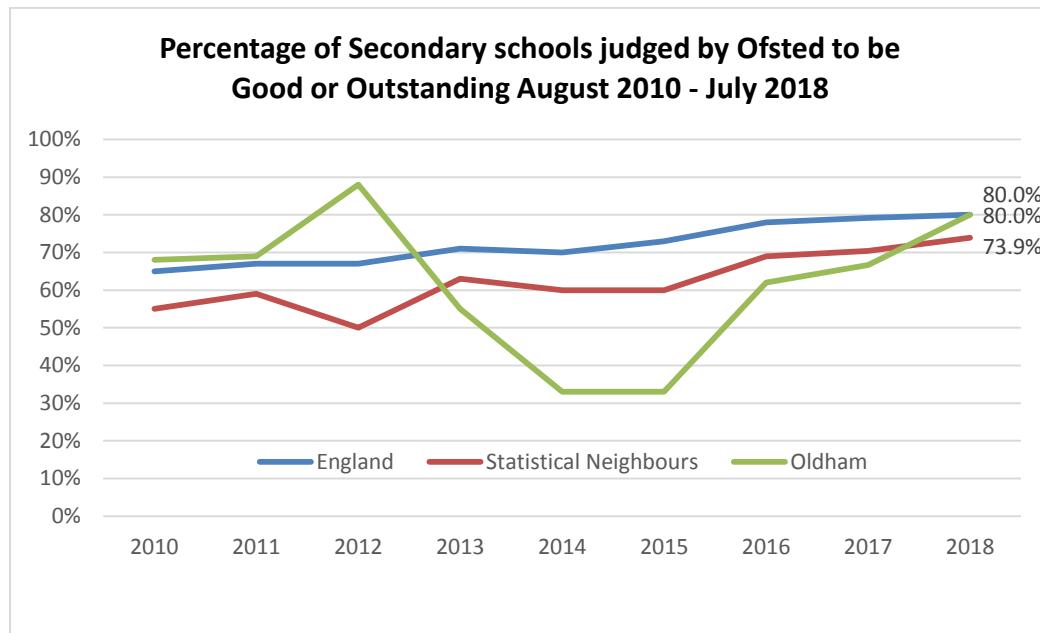
6. Ofsted Outcomes

6.1 Trend over time

Ofsted judgements of overall effectiveness for Oldham schools have improved in recent years when compared to the national average



Oldham's primary schools have consistently outperformed the England average in terms of the percentage of schools that were judged to be good or outstanding although there has been a dip during 2017/18..



Oldham's secondary schools have been inconsistent in performance when compared to the England average in terms of the percentage of schools that were judged to be good or outstanding, recent trends show good levels of improvement.

6.2 Inspections in 2017/18

The 24 Oldham schools in the table below were inspected in the 2017/18 Academic Year:

School (academies in italics)	Phase	Previous Grade	Current Grade
Alt Primary (Harmony Trust)	Primary	I	G
Richmond (Harmony Trust)	Primary	RI	G
Stanley Road	Primary	G	G
Westwood (Harmony Trust)	Primary	I	G
St Margaret's C.E.	Primary	G	G
Higher Failsworth	Primary	G	G
St Hilda's C.E.	Primary	G	RI
Yew Tree	Primary	G	G
Alexandra Park Junior	Primary	G	RI
St Thomas C.E. Moorside	Primary	O	O
St Thomas C.E. Leesfield	Primary	G	G
Delph	Primary	G	G
Holy Family R.C.	Primary	G	RI
Holy Trinity C.E.	Primary	G	G
Blackshaw Lane	Primary	G	RI
Beever	Primary	G	RI
Saddleworth	Secondary	G	G
Diggle	Primary	G	G
Christ Church C.E. (Denshaw)	Primary	G	G
Firbank	Primary	G	G
East Crompton St George's CE Primary (Cranmer Trust)	Primary	G	G
Burnley Brow	Primary	G	G
Mayfield (Cranmer Trust)	Primary	G	G
Hollinwood Academy (New Bridge)	Through Special	New	O

7. Actions being taken

7.1 Vision, priorities and measures

Our vision is of Oldham as a Co-operative Borough where everyone plays their part and everyone benefits. Our Children and Young People should have an education which enables them to achieve.

In order to achieve this vision, we identified five key priorities for improvement:

1. Teaching, learning and assessment;
2. Effective leadership at all levels;
3. Literacy at all ages and stages, through a borough-wide initiative;
4. School readiness, child and family support;
5. Inclusion issues affecting the achievement of SEND, disadvantaged and International New Arrivals.

Delivering on these priorities will enable settings, schools, academies and colleges to produce the best possible outcomes for children in Oldham.

We will know that we are realising our vision if for Children & Young People in Oldham:

- Attainment is in line with their peers in statistical neighbour boroughs;
- Attainment gaps to national averages are closing;
- Disadvantaged students are improving at a faster rate than other students;
- SEND students are improving at a faster rate than other students.

7.2 What we are doing

A range of activities and actions have taken place and are continuing to take place including

- We will continue to build on the support for schools that has been put in place in 2017/18 to ensure it is fully embedded. Attainment gaps should narrow between Oldham and national with narrowing gaps between key groups and an increase in Ofsted ratings for Oldham Schools. The quality of leadership should improve and this will lead to a longer term impact in Key Stage 4.
- Further monitoring of the impact of training and development is needed during this academic year to ensure the long term aims of the training are reached and the improvements are seen throughout Oldham.
- Additional support will be in place to specifically support schools with the largest gap for disadvantaged pupils through personalised support being offered through a teaching school to those schools.
- Boys attainment is a particular focus for local head teachers and this is an area for further development.
- The Oldham Education Partnership will also fund additional subject networks for several subjects (mainly EBacc) to further support middle leaders in school.
- We will continue to monitor intelligence and be proactive in identifying schools requiring support and ensure this provided at the earliest opportunity.
- Over the next 12 months the Virtual School will deliver training and development for schools and educational provision in relation to understanding the needs of children looked after and previously looked-after, recognising impacts of attachment / trauma.
- The Virtual School will develop work with partners within Early Years and Post 16 sector around PEP quality and compliance and will explore extending the electronic PEP to Early Years and Post 16.

7.3 Areas for development

Oldham Council, the Oldham Education Partnership (OEP) and the Opportunity Area (OA) priorities for 2018-2021 will drive delivery on the themes of School Ready, Life Ready and Work Ready, by:

- Ensuring all children are school ready by the age of five
- Raising attainment for all, and raising it fastest for disadvantaged pupils
- SEND improvement by increasing resources to build capacity and increase the skill set to deliver inspection outcomes

We have set challenging targets that are as specific as the priorities. The data and self-review returns and School Improvement Partner quality assurance programmes will continue to strengthen the intelligence based model of school improvement. The model will be blended to the requirements of schools and academies, and the resources available.



The five key priorities and planned developments are:

Key priority 1 Teaching, learning and assessment

Opportunity Area commissions on school-to-school support and CPD, TLIF offer on STEM, SSIF round 2 bids , OEP Hubs, Council commissioned networks, Council commissioned moderation for EY, KS1 and KS2,

Key priority 2: Effective leadership at all levels

Opportunity Area commissions on leadership, TLIF offer on Leadership, TOL Hub, and Council commissioned programme for new Heads, GM cross-authority TLIF bid.

Key priority 3: Literacy at all ages and stages, through a borough-wide initiative

Opportunity Area commission on literacy, T&L Hub, Council commissioned programme for English network, Recruitment of primary literacy lead.

Key Priority 4: School readiness, child and family support

Opportunity Area EY commission, Council EY Plan, EY Hub, SSIF round 2 bids.

Key Priority 5: Inclusion issues affecting the achievement of SEND, disadvantaged and International New Arrival students

Opportunity Area commissions on SEND, SEN Hub, SEND SEF (appendix), INA review of processes, INA hub, SSIF round 2 bid.

8. Challenges and Opportunities

The challenge to improve educational achievement is because Children & Young people in Oldham:

- Start school attaining EYFSP (GLD) at a lower level of development than most of the UK;
- Complete primary school attaining at Key Stage 2 (RWM) well below the national average;
- Complete secondary school progressing (P8) and attaining (4-9 maths & English) at Key stage 4 below the England average.
- Attend schools at well below the national average;
- SEND students at secondary schools attend at well below the national average;
- Disadvantaged and SEND student's attendance has a declining trajectory.

The context of the borough and its residents is relevant when considering challenges to improving educational outcomes. Some significant factors include:

- The ranking of deprivation for Oldham has increased in recent years, and the borough is now the 34th most deprived of 326 Local Authorities.
- There are a significantly higher proportion of Oldham residents with no qualifications and many fewer residents with degree level qualifications than national averages.
- An increasing school age population that is creating pressure on school places.
- The numbers of students who are disadvantaged and have SEND are decreasing over time, thereby reducing funding in the system.
- The large number of international new arrivals coming into school.
- The rise in the number of Looked After Children in Oldham to above 500.

The opportunities currently available in the borough include:

- Collaboration by local and national stakeholders including LA, DfE and System Leaders
- Leadership and coordination by the Oldham Education Partnership
- Opportunity Area Funding of between £6M and £10M for 2018-2020

There are continued green shoots of progress in Oldham educational outcomes in 2018 that indicate further improvements will come in 2019:

- Improvement in the majority of measures, at all key stages, for most target groups
- Narrower gap to statistical neighbours and national averages, at all key stages, for most target groups
- Improved national rankings at key stages 2, for most target groups
- Rankings close to national averages for at KS2 for students who are disadvantaged and SEND
- Attendance and Exclusions compare favourably with statistical neighbours;
- Fixed term exclusion in primary schools is above the below average for all groups;
- Fixed term exclusion in secondary schools is above the below average for students who are disadvantaged and have SEND.

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Report to Overview and Scrutiny Performance and Value for Money Select Committee

Liberal Democrats Budget Amendment Proposals 2019/20

Portfolio Holder: Deputy Leader of the Main Opposition, and Lead Member for Finance and Corporate Resources, Liberal Democrat Group, Councillor Chris Gloster

Officer Contact: Mark Stenson, Head of Corporate Governance
Ext. 4783

5 February 2019

Reason for Decision

The report presents to the Overview and Scrutiny Performance and Value for Money Select Committee (PVFM) the Liberal Democrats suggested amendments to the Administration's Budget proposals for 2019/20 and offers some forward looking proposals to achieve savings in future years.

Executive Summary

The report presents to PVFM a number of 2019/20 budget amendments in addition to those proposals already presented by the Administration to this Select Committee at its meeting on 24 January 2019.

This report identifies additional savings totalling £1.019m in 2019/20, £0.723m in 2020/21 and £0.370m in 2021/22 which can be considered individually or collectively. There are also initial investments that will be funded from the range of savings proposals put forward to offset the increased expenditure. Details of the investment and savings proposals can be found in section 3 and in summary at Appendix A. Business cases for the individual budget reductions can be found at Appendix B.

Recommendations

That the Overview and Scrutiny PVFM Select Committee recommends to Cabinet that:

1. The Investment and Savings proposals for 2019/20 as summarised at Appendix A are commended to Cabinet.
2. The work required to deliver the 2020/21 proposals is started immediately so the opportunity to generate savings in future years is not compromised.

-
3. The Administration reviews within its Capital Strategy the feasibility to develop a new Crompton Healthcare Centre to maximise external investment already agreed.
 4. PVFM undertakes an in depth review of recycling rates within the borough with a view to identifying suggested improvements which will have the long term impact of potentially reducing the levy which will support future budgets.

Overview and Scrutiny Performance and Value for Money Select Committee

Liberal Democrats Budget Amendment Proposals 2019/20

1. Background

- 1.1 The Council is required by legislation to produce a balanced budget each financial year. Notwithstanding the legislative requirement to set a budget, financial plans are important because they set out the financial management of the Council's policies and guide officers on the areas where they should prioritise resources.
- 1.2 The Liberal Democrats, as effective opposition, produce an Alternative Budget which includes a challenge to the key decisions the Administration intend to take if appropriate, identifies other areas for savings for forthcoming financial years and, in the form of investment proposals, identifies alternative priority areas for the Council to concentrate its resources. In producing this Alternative Budget the Liberal Democrats offer common-sense practical solutions to the borough's problems, challenge the Administration to cut waste and provide the value-for-money local services, including cost effective replacement facilities, which the public want.
- 1.3 However, when providing challenge to the Administration's budget the Liberal Democrats are aware of the scale of financial challenge the Council is facing. The continuous year on year cuts to Local Government funding and the additional service demand from the most vulnerable in the borough has resulted in a considerable budget gap.
- 1.4 In an attempt to manage the effect of these funding cuts and increases in demand for the Council's most resource intensive services, the Administration has presented a series of savings proposals for 2019/20. The Liberal Democrats recognise the difficult choices that need to be made to ensure a balanced budget can be presented to Council and as a result reluctantly accept the majority of the Administration's savings proposals for 2019/20 (where this is not the case the proposal is presented in section 2).
- 1.5 The Liberal Democrat Group also recognises that due to the current financial situation the Labour Administration has, regrettably, once more had to propose increasing Council Tax by 3.99%. Through the need to keep the Council financially resilient, we will support the rise to pay for improvements to adult social care and services. This is albeit reluctantly because many residents in the borough have not seen any increase in their take home pay for several years whilst facing a constant rise in the cost of basic necessities.
- 1.6 As the nation continues to face huge uncertainty around Brexit and other issues, it is the Council and its Councillors who need to get on with the job of supporting people in very difficult circumstances. Investment in local services, and the Council's prevention and early intervention work, is just one way in which we can continue to make a positive difference to residents' lives. This ethos is at the heart of the Liberal Democrats proposals for 2019/20. We firmly believe in local place making and small amounts of money making a big difference to local communities, this is why we are challenging the Administration's proposal to cut district expenditure. This funding makes a big difference to the most needy in the borough and can provide a cash injection to facilitate local schemes that would not otherwise receive the kick start they need. This is in addition to not implementing a further reduction to Parish Council Grant funding. Further investment proposals can be found in section 2.

2. Adoption of previous Liberal Democrat budget options

- 2.1 The Liberal Democrats are pleased to see that the Administration has adopted a number of savings options (either in full or in part) from previous Alternative Budgets.
- 2.2 Firstly, following the Alternative Budget for 2018/19 the Administration has adopted the proposal to increase bus lane enforcement throughout the borough. Although it is disappointing that the Administration did not act promptly when this saving was initially proposed to introduce the changes and so will only achieve a part year financial benefit in 2019/20. Also, as the Administration have not included all routes initially proposed by the Liberal Democrats, there is an additional Alternative Budget proposal that has been included in this report to ensure equality of approach across the borough. This can be seen at Appendix B.
- 2.3 Secondly we were pleased to see the Administration, outside of the approved budget process for 2018/19, increased its funding in street cleaning with a £0.600m investment which increases the number of Dandy cart operators and support officers. This follows a number of Liberal Democrat proposals from as far back as the 2014/15 budget process seeking to improve street cleanliness and enforcement measures.
- 2.4 Other Liberal Democrat proposals, which were initially rejected but have subsequently been adopted by the Administration as their own proposals, are as follows:
- Reducing the publication of the Borough Life magazine
 - Streamlining of Council Tax communications
 - Reviewing and reducing the use of consultants
 - Allocating additional capital resources to the highways maintenance programme (further detailed below in paragraph 2.5)
- 2.5 One of the areas that has featured prominently in successive Liberal Democrat Alternative Budgets is that of investment in highways infrastructure. From as early as 2016/17 we have proposed significant additional investment in the crumbling footpath and road infrastructure throughout the borough. It took the Administration two years to better understand the risks associated with a crumbling infrastructure and allocate investment to this area. We support the inclusion of the £18.000m within the capital programme that has been earmarked to improvement works however, we do not think that this will be enough and have proposed a further £5.000m for investment in 2019/20. We also believe that the borough's footways are currently being neglected and suggest that, of the existing Administration allocation, £1.000m should be re-prioritised to focus on footways. This will bring total investment in the borough's highways and footways to £23.000m.
- 2.6 It is however disappointing that the Administration has not included within their 2019/20 budget, a reduction to lump sum car allowances. As highlighted by the Liberal Democrats in this report (and the previous Alternative Budget) there are a large number of individuals who are in receipt of a lump sum car allowance but subsequently record very few miles. The review promised in this area did not occur as envisaged 12 months ago. We have therefore, once again, included a proposal to reduce car allowance expenditure on paying staff lump sums for doing no or very little mileage, see paragraph 3.13.
- 2.7 This Alternative Budget gives the Administration the opportunity to implement the other efficiencies suggested by this report and to reverse the proposed reduction to the Parish Council Grant Funding and reverse the proposal to reduce district expenditure.

3. 2019/20 Proposals

3.1 The Liberal Democrats propose a number of specific budget amendments to be considered this year. These are split into:

- Investment proposals where funding is required that will achieve a significant benefit to the borough
- Reversal of Administration proposals
- Savings proposals where it is considered individual service areas can make new or additional savings in order to fund the Investment proposals put forward in this report.
- If the investment proposals are unacceptable to the Administration then they have the option to reduce the level of reserves required to support the budget improving the financial resilience of the Council.

Investment Proposals

3.2 The Liberal Democrats are proposing to spend £1.019m of the savings identified in 2019/20 to invest in highways, to restore Administration proposals that cut funding to Parish Councils and reduce District Executive budgets, to create an environmental task force and increase enforcement of related legislation, and finally to provide earmarked funding to enable investment in a Healthcare Centre in Shaw and Crompton, with the creation of an earmarked reserve to support the development. Details of the individual investment proposals are provided below.

3.3 **An additional £5.000m Investment in highways bringing the total to £23.000m overall (£0.280m from 2020/21)**

The proposal is to undertake highways capital investment, in addition to the funds already approved, to alleviate any backlog of highways works and ensure a high quality highways network. Improvement to the borough's highways has been at the forefront of the Liberal Democrats Alternative Budget from 2016/17 and this proposal would increase investment in 2019/20 by £5.000m, resulting in revenue costs of £0.280m from 2020/21.

The Liberal Democrats also propose to allocate £1.000m of the existing £18.000m of funding announced by the Administration to improvements in footways.

These measures would result in a total investment of £23.000m in the borough's highways and footways.

3.4 **Establishment of an Environmental Task Force to combat environmental crime such as fly tipping and dog fouling across the Borough (£0.500m)**

The Broken Windows theory suggests that signs of disorder will lead to more disorder; a building with lots of broken windows that have been left unrepaired will give the appearance that no one cares and encourage further acts of vandalism.

The Liberal Democrats believe that visible incidences of environmental crime such as fly tipping, littering and dog fouling create an environment that encourages further acts, a culture where "because they've done it, I can too". Focusing on the prevention of these crimes and quickly remedying any acts that do occur helps to create a positive atmosphere and encourages residents to have pride in where they live, which will then in turn reduce future infractions.

Currently, despite recent street cleaning initiatives by the Administration, enforcement investigations may take up to 5 days, with removal up to 20 days after. This proposal will create an Environmental Task Force providing additional resources within the borough which will prioritise tackling environmental offences. With an initial view to prevention where

possible, the task force will also maximise any punitive measures where transgressions occur, along with speeding up the clearance time in order to maintain a clean and hygienic environment for residents.

The £0.500m investment will contribute to the cost of additional staff hours and cover the revenue impact of any capital investment, for example the purchase of additional CCTV cameras to increase the Council's ability to prosecute individuals committing environmental crime.

3.5 To provide revenue funds to support the development of a new fit for purpose Crompton Health Centre (£0.434m)

The Liberal Democrats have often highlighted the importance of health across the Council and hold it as one of their core values. The need to develop a Healthcare Centre with community facilities in Shaw and Crompton using existing NHS resources has been subject to scrutiny by the NHS within Greater Manchester in determining priorities for new facilities in the borough to support GP Services.

An expanding population and a persistent lack of investment in the infrastructure of the area has resulted in overly stretched, under resourced services with the present Healthcare Centre operating beyond its original planned economic life. The development of a Healthcare Centre with community facilities is consistent with the capital strategy already recommended to Cabinet for approval by this Committee. We therefore recommend that the development of a new Crompton Healthcare Centre is specifically included within the Council's Capital Strategy.

The development of the business case already has earmarked NHS revenue provision of £0.500m agreed. This has the potential to unlock NHS Capital support which would reduce the Council capital costs. In addition we recommend that in 2019/20, £0.434m is transferred to an earmarked reserve to support any future revenue costs of developing the Healthcare Centre. With an additional £0.443m and £0.370m made available in 2020/21 and 2021/22 respectively from savings generated as part of the Alternative Budget. This results in a total of £1.247m available, annually after 3 financial years, to support the revenue costs of the project. In capital terms this has the potential to support £20.000m of prudential borrowing.

3.6 Reverse the Administration proposal to reduce District Expenditure and continue investing in local priorities (£0.070m)

The Administration has proposed a review of District Working with an associated saving of £0.070m. The Liberal Democrats propose to reinstate the full budget for District Working.

District expenditure relates in part to Councillors budgets. Councillors act as a direct link between the community and the Council, they strive to build relationships with residents in their Ward and encourage local people to make their views known and engage with the democratic process. This puts them in a perfect position to invest funds where it will make the biggest difference based on the specific needs, issues or interests of residents in that particular Ward. Relatively small amounts of funding make a significant difference and any cut to this would have a disproportionate impact on residents.

This area also contains some staffing budgets and other related expenditure which the Liberal Democrats also oppose cutting.

3.7 Not implementing an Administration reduction in Parish Council Grant funding (£0.015m)

The Liberal Democrats propose not to implement a further reduction in Parish Council Grant funding for both Saddleworth and Shaw & Crompton Parish Councils, as put forward by the

Administration. The total cost of which is £0.015m for 2019/20. This Administration implemented the reduction from the 2017/18 budget setting process and reduced the grant to Parish Councils in line with the reductions in Revenue Support Grant imposed by Central Government.

The Liberal Democrats have always believed that Parish Councils are an essential part of the structure of local democracy and have a vital role in acting on behalf of the communities they represent and therefore propose the full reinstatement of the grant for 2019/20 to ensure activities such as the following can continue;

- give views, on behalf of the community, on planning applications and other proposals that affect the parish
- undertake projects and schemes that benefit local residents
- work in partnership with other bodies to achieve benefits for the parish
- alert relevant authorities to problems that arise or work that needs to be undertaken
- maintain community buildings and land

Alternative Savings Proposals

- 3.8 The Liberal Democrats are proposing a range of challenging savings proposals which will reduce spend on non-essential or non-statutory services in order to reprioritise the funds into proposals which will improve the lives of people in the borough as detailed above. Brief summaries of the savings proposals are provided below with full proformas at Appendix B.
- 3.9 **OPP-BR1-101 - Additional Vacancy Management factor to achieve greater efficiency including limiting the present use of agency staff and consultants (£0.550m)**

The Liberal Democrats recommend an extension to the Administration's proposal to apply a vacancy factor to all mainstream employee budgets on the assumption that some posts will become vacant or be held vacant during 2019/20 due to staff turnover.

The current proposal is at a rate of 1.5% generating a £0.800m saving. The Liberal Democrats believe that by focusing on a reduction in agency staff and consultants used across the Council this can be made more challenging whilst still remaining prudent, and therefore propose a rate of 2.5% is applied to all mainstream employee budgets in 2019/20. This additional 1% would generate circa £0.550m.

In addition it is proposed to further extend this in future years by an additional 0.5% per annum taking the vacancy rate to 3% in 2020/21 and 3.5% in 2021/22. This increase would generate savings of circa £0.270m in each financial year.

- 3.10 **OPP-BR1-102 - Reduction in the number of Councillors from 60 to 40 and a review of the Electoral Cycle to save money in the future (£0.290m from 2020/21)**

The proposal is to reduce the number of elected members from 60 to 40. The current basic allowance is £0.009m per annum (plus National Insurance costs) and therefore this would represent a saving of £0.190m per annum with an associated £0.100m saving as a result of a reduction in Members budgets. The proposal would take at least 12 months to come to fruition and would be dependent on Boundary Commission timescales. Therefore the proposal should be commenced immediately so that savings can be achieved in 2020/21.

In addition the Liberal Democrats propose a change to the frequency of the electoral cycle, which is currently set at three elections held within a four year period and one fallow year. The proposal is to change this to one election every other year, with a saving of one election over the four year period.

3.11 OPP-BR1-103 - Reduction in the General Training Budget agreed in 2018/19 to be made permanent (£0.150m)

In 2018/19 the Administration implemented a one off reduction to the Council's general training budget of £0.150m. The Liberal Democrats propose to make this budget reduction a permanent one and reduce the general training budget by £0.150m from 2019/20 on an ongoing basis.

3.12 OPP-BR1-104 - Reducing sickness absence through more robust absence management procedures (£0.013m)

The Council has introduced increased rigour into the managing absence process in previous years. However after reviewing the available data the Liberal Democrats feel that additional savings could still be made from reducing the average sickness per FTE to an aspirational target of 8 days absence per FTE on average.

3.13 OPP-BR1-105 - Review of car allowances as previously promised to reduce the amount paid as a lump sum to staff doing zero or minimal mileage (£0.037m)

The Liberal Democrats feel that a review of lump sum car allowances should be completed focusing on removing the payment for individuals who regularly record less than 100 miles per annum in their roles.

The proposal generates circa £0.050m in a full year by reducing the number of posts that attract an essential car user payment. The saving would equate to removal of allowance from circa 100 employees.

3.14 OPP-BR1-106 – Reduce the subsidisation of Trade Union support provided by the Council following a reduction in membership (£0.038m)

The Liberal Democrats are proposing to reduce the trade union subsidy provided by the Council following a consistent decrease in trade union membership. This would result in a reduction of approximately 50% to the base budget resulting in a total saving £0.075m which, due to the consultation required, would be achieved over 2 financial years resulting in a £0.038m saving in 2019/20 and a further £0.037m in 2020/21.

In addition the Liberal Democrats propose a review is undertaken to ensure the Council subsidy of trade union time and facilities is in line with that of neighbouring boroughs.

3.15 OPP-BR1-107 - Redesign of Communications & Marketing (£0.150m)

The Communication and Marketing team ensures that key messaging about Council services, decisions and campaigns are accessible to all of the borough's residents, staff and partners.

The Liberal Democrats propose to redesign the Communications and Marketing team with a view to making significant savings by ceasing non-statutory functions such as the publication of the Borough Life Magazine and the Staff Matters newsletter, halting all staff conferences and removing the reputation tracker as well as removing the post associated with these functions. This would result in a saving of £0.145m in 2019/20.

Alongside the above reductions, it is proposed to generate income of circa £0.005m by selling advertising on the Council's website similar to that which is done in a neighbouring authority.

A further review of the core offer of the Communications and Marketing team for 2020/21 onwards would then be completed to deliver additional savings in future years.

3.16 OPP-BR1-108 - Additional Bus Lane Enforcement to ensure consistency of provision within the Council controlled area (£0.016m)

Following a 2018/19 Liberal Democrat proposal to increase bus lane enforcement throughout the borough the Administration is currently consulting on an additional 5 bus lane enforcement routes.

The current (2019/20) proposal is to introduce a further lane at Rochdale Road Oldham and therefore ensure consistency of enforcement across the borough. Based on income received to date from existing bus lane enforcement, it is estimated that the additional income generated from the above route would have a value of circa £0.037m which would achieve a part year saving of £0.016m in 2019/20 with an additional £0.013m in 2020/21.

3.17 OPP-BR1-109 - Review of Existing Dimming Regime (£0.055m)

A scheme of variable street lighting went live across Oldham from January 2016 following trialling across 1,000 lanterns in the borough. The Liberal Democrats are proposing to further reduce energy consumption by reviewing the current dimming regime specifically to reduce the lighting levels from 100% to 75% from – Dusk to 22:00 and 05:00 to Dawn for both Traffic Routes and Residential Areas. By implementing a variable lighting strategy the cost can be reduced whilst still maintaining a street lighting provision.

Under the proposal an estimated £0.055m of savings would be achieved for 2019/20 onwards.

3.18 OPP-BR1-110 - Reduction in travel budgets to ensure most efficient method of transport is used for essential Council business (£0.005m)

The Liberal Democrats propose to reduce travel expenditure by ensuring officers use the most efficient and cost effective method for necessary travel. In April 2018, the Council received a Freedom of Information (FOI) request asking for details of all flights paid for by the Council within the period 1 January 2015 and 31 March 2018. Within this period Oldham Council reported a number of flights to differing destinations domestically and beyond. A significant number of these flights were funded by external sources however some costs were incurred by the general fund and so there is scope to reduce the impact on Council mainstream funding.

The Liberal Democrats believe this move to more cost effective modes of transport would reasonably achieve a saving of circa £0.005m per annum.

3.19 OPP-BR1-111 - Generating additional income through increased renting out of artworks to other institutions and interested parties subject to security (£0.002m)

The Council owns a diverse range of fine and decorative art which consists of 450 oil paintings, 500 watercolours and 1,400 prints. This includes a Charles Lees collection of paintings, drawings and engravings and 55 watercolours and drawings from the S.C. Turner collection.

The Liberal Democrats are proposing to expand the current arrangements for loaning items from the Council's collection to external parties to generate income. As there is a need to fully test the market and quantify all relevant costs, including staff time, insurance valuations, conservation, framing, packing and marketing, a notional income target of £0.002m has been proposed for 2019/20.

3.20 OPP-BR1-112 - Charging for leisure courses within Lifelong Learning to reduce the Council subsidy (£0.003m)

The aim of the Lifelong Learning Service is to deliver high quality, accessible local learning opportunities which enable adults to realise their potential and gain employment by developing their confidence, creativity, knowledge and skills. The Lifelong Learning service is mainly grant funded through the Education and Skills Funding Agency however the Council provides some mainstream funding to support the running of the service for example central support charges.

The Liberal Democrats propose to remove the concessionary rate for non-essential leisure courses such as arts and crafts and sewing which will reduce the amount of Council funding required for this service by £0.003m for 2019/20.

Summary

- 3.21 After considering all investment and savings proposals there is a balanced position as can be seen in Appendix A. The potential FTE impact is a reduction of 4.00 in 2019/20.

4. Additional Recommendations

- 4.1 The Liberal Democrats recommend that PVFM undertake an in depth review of recycling within the borough with a view to reducing the cost of the waste levy and therefore supporting the 2020/21 budget.
- 4.2 Oldham is the second worst of the Greater Manchester borough's in terms of recycling, with only 45% of household waste recycled in 2017/18. Although this has increased from 42.7% in 2016/17 we believe more can be done to improve going forward.

5. Director of Finance Comments

- 5.1 I confirm in my role as Responsible Officer under Section 151 of the Local Government Act 1972 that the budget amendments as presented are robust and deliverable.
- 5.2 As it is an alternative set of budget options the opportunity for testing the risks associated with the proposals are more limited and it is therefore necessary to afford a level of caution in presenting these alternatives. (Anne Ryans)

6. Options/Alternatives

- 6.1 To consider the investment proposals and savings proposals for 2019/20 and the proposals for 2020/21 – 2021/22. The options are to:
- Accept all of the recommendations of the report
 - Accept some of the recommendations of the report
 - Reject all of the recommendations of the report

7. Preferred Option

- 7.1 The preferred option is to accept all of the recommendations.

8. Consultation

- 8.1 Service Managers have been involved in compiling the proposals and the proposals have been agreed within the content of the business cases attached at Appendix B.

9. Financial Implications

9.1 The financial implications are included within the report.

10. Legal Services Comments

10.1 The Council is under a legal duty to pass a balanced budget in line with statutory requirements.

(Paul Entwistle)

11. Co-operative Agenda

11.1 Investment and Savings proposals have been considered in conjunction with the Council's Co-operative Agenda and there are no adverse impacts.

12. Human Resources Comments

12.1 A number of the proposals will directly affect the employment prospects of our people, the investment we make in them and the money that is paid to them.

12.2 Other proposals have the potential to adversely affect the positive industrial and employee relations climate that exists in the organisation.

12.3 As a result it will be necessary to:

- Assess the feasibility and impact of individual options
- Enter into strategic and early engagement with Trade Unions
- Consult appropriately with both employees and Trade Unions
- Issue, if appropriate, a Section 188 notice in accordance with the Trade Union Labour Relations Act

(Martyn Bramwell)

13. Risk Assessments

13.1 The risks of deliverability have been considered and are thought to be minimal at this stage.

14. IT Implications

14.1 There are no specific IT requirements associated with the proposals that have not already been considered.

15. Property Implications

15.1 The Shaw and Crompton Community Hub was originally prioritised by the Oldham Clinical Commissioning Group (CCG) Management Executive Team, using the GM Matrix Tool, as a priority scheme. Since 2016 the commissioning of GP practice services along with the budget has been transferred from NHS England to CCGs.

15.2 The Shaw and Crompton scheme was originally identified as capital priority for NHS Oldham Primary Care Trust (PCT) and featured as such in the 2007 Strategic Services Development Plan. This scheme was to be the final project of the Local Improvement Finance Trust (LIFT) developments within the Oldham PCT area but did not progress due to the demise of the LIFT programme in 2011.

15.3 Revenue funding in the amount of £500k has been awarded to the CCG to support the scheme to progress to an outline business case (OBC) and then full business case (FBC), in

order that an informed final decision can be made as to whether the development should go ahead.

- 15.4 In response the CCG has sought 3 quotations from an NSH Framework with a view to appointing a consultant to undertake both an outline business case and a full business case for the project, which it is expected will take circa 9 to 12 months to complete. Thereafter, both the Council and the CCG will consider its options.

(Peter Wood)

16. Procurement Implications

- 16.1 Any procurement implications will be considered as and when any procurement decisions are required if the proposals are accepted. There are no immediate adverse procurement implications associated with the proposals. (Steve Boyd)

17. Environmental and Health & Safety Implications

- 17.1 There are no adverse environmental or Health and Safety implications associated with the proposals.

18. Equality, community cohesion and crime implications

- 18.1 There are no equality, community cohesion and crime implications associated with the proposals.

19. Equality Impact Assessment Completed

- 19.1 These are not required at the present time for these proposals.

20. Key Decision

- 20.1 No.

21. Key Decision Reference

- 21.1 Not a Key Decision.

22. Background Papers

- 22.1 The following is a list of 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 the Act:

File Ref: Background papers are contained in Appendices A and B
Officer Name: Mark Stenson
Contact No: 0161 770 4783

23. Appendices

- 23.1 Appendix A: Summary Alternative Budget Proposals.
Appendix B: Business Cases for Alternative Savings Proposals.

Proposal Reference	Proposal Name	Responsible Officer	Budget Proposal 2019/20 £000	FTE Impact 2019/20	Budget Proposal 2020/21 £000	Budget Proposal 2021/22 £000	Cumulative Budget Impact £000	EIA Required?	Appendix B Page no.
Alternative Budget Investment Proposals									
N/A	An additional £5.000m Investment in highways bringing the total to £23.000m overall	Craig Dale	0	0.00	280	0	280	N/A	N/A
N/A	Establishment of a Environmental Task Force to combat environmental crime such as flytipping and dog fouling across the Borough	Neil Crabtree	500	0.00	0	0	500	N/A	N/A
N/A	Create an earmarked reserve within the Council with defined contributions financed by savings to enable the construction of the new Crompton Health Centre in Shaw with the Council facilitating both the construction and funding any shortfall in rents from third party organisations	Anne Ryans	434	0.00	443	370	1,247	N/A	N/A
N/A	Reverse the Administration proposal to reduce District Expenditure and continue investing in local priorities	Rebekah Sutcliffe	70	0.00	0	0	70	N/A	N/A
N/A	Not implementing an Administration reduction in Parish Council Grant funding	Anne Ryans	15	0.00	0	0	15	N/A	N/A
Total Budget Investment Proposals			1,019	0	723	370	2,112		
Alternative Budget Reduction Proposals									
OPP-BR1-101	Additional Vacancy Management factor to achieve greater efficiency including limiting the present use of agency staff and consultants	Anne Ryans	(550)	0.00	(270)	(270)	(1,090)	No	2
OPP-BR1-102	Reduction in the number of Councillors from 60 to 40 and a review of the Electoral Cycle to save money in the future	Paul Entwistle	0	0.00	(290)	0	(290)	No	6
OPP-BR1-103	Reduction in the General Training Budget agreed in 2018/19 to be made permanent	Martyn Bramwell	(150)	0.00	0	0	(150)	No	10
OPP-BR1-104	Reducing sickness absence through more robust absence management procedures	Martyn Bramwell	(13)	0.00	0	0	(13)	No	14
OPP-BR1-105	Review of car allowances as previously promised to reduce the amount paid as a lump sum to staff doing zero or minimal mileage	Martyn Bramwell	(37)	0.00	(13)	0	(50)	No	18
OPP-BR1-106	Reduce the subsidisation of Trade Union support provided by the Council following a reduction in membership	Martyn Bramwell	(38)	(2.00)	(37)	0	(75)	No	22
OPP-BR1-107	Redesign of Communications & Marketing	Carl Marsden	(150)	(2.00)	(100)	(100)	(350)	No	27
OPP-BR1-108	Additional Bus Lane Enforcement to ensure consistency of provision within the Council controlled area	Angela Lees	(16)	0.00	(13)	0	(29)	No	31
OPP-BR1-109	Review of the Existing Dimming Regime	John McAuley	(55)	0.00	0	0	(55)	No	36

Proposal Reference	Proposal Name	Responsible Officer	Budget Proposal 2019/20 £000	FTE Impact 2019/20	Budget Proposal 2020/21 £000	Budget Proposal 2021/22 £000	Cumulative Budget Impact £000	EIA Required?	Appendix B Page no.
OPP-BR1-110	Reduction in travel budgets to ensure most efficient method of transport is used for essential Council business	Corporate	(5)	0.00	0	0	(5)	No	42
OPP-BR1-111	Generating additional income through increased renting out of artworks to other institutions and interested parties subject to security	Annie O'Neill	(2)	0.00	0	0	(2)	No	46
OPP-BR1-112	Charging for leisure courses within Lifelong Learning to reduce the Council subsidy	Jon Bloor	(3)	0.00	0	0	(3)	Yes	51
Total Budget Reduction Proposals			(1,019)	(4.00)	(723)	(370)	(2,112)		
Surplus Budget/Total FTE Impact			0.0	(4.00)	0.0	0.0	0.0		

Appendix B

Business Cases for Alternative Budget Reduction Proposals

BR1 - Section A

Service Area :	Corporate
Budget Reduction Title:	Additional Vacancy Management factor to achieve greater efficiency including limiting the present use of agency staff and consultants

Budget Reduction Proposal - Detail and Objectives :

The Administration has proposed to apply a vacancy factor at a rate of 1.5% (£0.800m saving) to all mainstream employee budgets based on the assumption that some posts will become vacant or be held vacant during 2019/20 due to staff turnover.

To assist in reducing the number of agency staff and consultant used across the Council, it is proposed that this saving could be extended further and that a vacancy rate of 2.5% should be applied to all Council mainstream employee budgets in 2019/20. This additional 1% would generate a saving of a further £0.550m.

Furthermore, it is proposed to further extend this in future years by additional 0.5% per annum taking the vacancy rate to 3% in 2020/21 and 3.5% in 2021/22. This increase would generate savings of circa £0.270m in each financial year.

2018/19 Service Budget and Establishment

	£000
Employees	54,000
Other Operational Expenses	0
Income	0
Total	54,000

Current Forecast (under) / overspend

	0
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Number of posts (Full time equivalent)

	0
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(550)	(270)	(270)
Proposed Staffing Reductions (FTE)	0	0	0

Is your proposal a 'one-off' in 2019/20 or is it ongoing?

Ongoing

Section B

What impact does the proposal have on the following?

Property
None.
Service Delivery
There is no anticipated impact on service delivery. Service staffing budgets will be managed within available resources
Future expected outcomes
None.
Organisation
There is no anticipated impact on the organisation. Service staffing budgets will be managed within available resources
Workforce
None.
Communities / Service Users
None.
Oldham Cares
There is no anticipated impact on Oldham Cares apart from Council staffing budgets within Adult Social Care carrying and managing the vacancy factor.
Partner Organisations
None.

Who are the key stakeholders?

Staff	Yes
Elected Members	No
Residents	No
Local business community	No
Schools	No
Trade Unions	No
External partners (if yes please specify below)	No
N/A	
Other Council departments (if yes please specify below)	No
N/A	
Other (if yes please specify below)	No
N/A	

Benefits to the organisation/staff/customers including performance improvements
Potential reduction in the number of interim and agency staff used across the authority which may reduce expenditure.

Section C

Key Risks and Mitigations

Risk	Mitigation
Service budgets will overspend in 2019/20 due to non-achievement of the vacancy management target.	There is an expectation that a percentage of posts will be vacant in year through natural turnover of staff, and services through to directorates will manage recruitment and cover arrangements accordingly.
Individual budget areas with low staff turnover will fail to meet the vacancy target.	Information on the achievement of vacancy management targets will be made available at service and directorate level to allow a wider analysis of progress against targets and allow offsets between over and under achieving service / directorate areas.
N/A	N/A

Key Development and Delivery Milestones

Milestone	Timeline
Vacancy management targets are calculated and allocations communicated to service and budget managers	January 2019
Vacancy management targets are reviewed in line with any organisation change prior to the commencement of the 2019/20 financial year	November 2018 - February 2019
Vacancy management targets are applied to individual budgets prior to the commencement of the 2019/20 financial year	March 2019
Production of vacancy management information is built into financial monitoring procedures	March 2019

Section D

Consultation required?	No
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	Start	Conclusion
Staff	N/A	N/A
Trade Union	N/A	N/A
Public	N/A	N/A
Service Users	N/A	N/A
Other	N/A	N/A

Equality Impact Screening

Is there 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? (choose YES if any of the above impacts are YES)	No
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Section E

Finance comments

As with the Administration's proposal to introduce a 1.5% Vacancy Factor, this proposal to increase the Vacancy Factor to 2.5% in 2019/20 and further in future years represents a change in the costing methodology for staffing budgets across the organisation. Any introduction of a Vacancy Factor carries risks of non-delivery and service overspend as detailed in Section C of this pro-forma and the higher the applied Vacancy Factor, the higher the associated risk to financial and service performance.

Signed RO	03/01/2019
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Signed Finance	03/01/2019
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BR1 - Section A

Service Area :	Civic and Political Support
Budget Reduction Title:	Reduction in the number of Councillors from 60 to 40 and a review of the Electoral Cycle

Budget Reduction Proposal - Detail and Objectives :

The proposal is a reduction in elected members from 60 to 40 and review of the current electoral cycle.

The current basic allowance is £0.009m per annum (plus associated national insurance costs) and therefore this would represent a saving of £0.190m per annum. There would also be an associated £0.100m saving in Members' budgets as a result of the reduction in the number of Councillors.

Currently, in three out of every four years, a third of Councillors are required to be elected. In the fourth year, there is no local election. Councillors serve a four year term of office. There are currently 60 Councillors serving 20 wards with 3 members per ward.

Current legislation does not permit Metropolitan Councils, such as Oldham, to have elections on a biennial basis and the recommendation requires representations to be made to the Secretary of State to give this additional power.

The Council would require an Electoral Review to execute the proposal. The review would be carried out by the Local Government Boundary Commission for England (LGBCE). The objective of the review would be to consider and identify the appropriate number of Councillors for each ward. There would be a need for a review application to be made to the LGBCE outlining the reasons why the review is required. The Commission follow a timetable which is approximately 10-14 weeks long. Based on the timelines from the Boundary Commission this process would take at least 12 months from the Council approving the principle decision. It should be noted that the recommended decision of the LGBCE may be different from that presented in this report. If agreed, there would also be a change to the frequency pattern of local elections, resulting in a saving of one local election every four years.

2018/19 Service Budget and Establishment

	£000
Employees	1,018
Other Operational Expenses	0
Income	0
Total	1,018

Current Forecast (under) / overspend

Current Forecast (under) / overspend	0
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Number of posts (Full time equivalent)

Number of posts (Full time equivalent)	60
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	0	(290)	0
Proposed Staffing Reductions (FTE)	0	(20)	0

Is your proposal a 'one-off' in 2019/20 or is it ongoing?

Ongoing

Section B

What impact does the proposal have on the following?

Property
None.
Service Delivery
None.
Future expected outcomes
None.
Organisation
None.
Workforce
None.
Communities / Service Users
There would be a reduction in the number of Elected Members representing Oldham communities.
Oldham Cares
None.
Partner Organisations
None.

Who are the key stakeholders?

Staff	No
Elected Members	Yes
Residents	No
Local business community	No
Schools	No
Trade Unions	No
External partners (if yes please specify below)	No
Other Council departments (if yes please specify below)	No
Other (if yes please specify below)	No

Benefits to the organisation/staff/customers including performance improvements
Budget reduction.

Section C

Key Risks and Mitigations

Risk	Mitigation
By reducing the number of Councillors from 60 to 40 it has the potential to limit the access constituents currently have with Councillors. Members will need to consider their approach to managing their constituency workloads. A reduction in the number of Councillors may also impact on the number of outside bodies' places that Oldham Council currently have.	Support would need to be put into place for Members if there were a reduction to enable a successful transition to new ways of working. One way would be through the Local Leader's programme.
Each Member will have to review their constituency base and their workload arrangements.	Support required to Members to allow the review.
There may be potential implications for ways of working within the District Partnerships.	Support required to Members to allow the review.
The reduction in budget to reflect the change in electoral cycle may put the service at risk if there are any unanticipated by-elections.	A proportion of the savings from non-election years should be retained in a reserve to fund any unanticipated elections.

Key Development and Delivery Milestones

Milestone	Timeline
Application to the Local Government Boundary Commission for England	Early 2019/20
Implementation	2020/21

Section D

Consultation required?	No
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	Start	Conclusion
Staff	N/A	N/A
Trade Union	N/A	N/A
Public	N/A	N/A
Service Users	N/A	N/A
Other	N/A	N/A

Equality Impact Screening

Is there 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? (choose YES if any of the above impacts are YES)	No
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Section E

Finance comments
The implementation of this proposal would generate an on-going saving of £0.190m per annum from 2020/21 from the budget for Members' Allowances which is set at £1.018m in 2019/20. There would be a corresponding reduction in individual Members budgets of £0.100m from 2020/21, bringing the total reduction to £0.290m.

Signed RO	14/12/2018
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Signed Finance	14/12/2018
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BR1 - Section A

Service Area :	People Services
Budget Reduction Title:	Reduction in the General Training Budget agreed in 2018/19 to be made permanent

Budget Reduction Proposal - Detail and Objectives :

The General Training budget for 2019/2020 is £0.555m.

For 2018/2019 a 'one off' reduction of £0.150m was proposed and implemented by the Administration.

The Opposition has proposed to make this this reduction permanent from 2019/20 onwards. The net effect would be to reduce the General Training budget to £0.405m annually.

The reduction would require all future training requirements to be reviewed to ensure that best value is being secured. Priority would be provided to statutory and mandatory training. Any additional training and development would be assessed on the basis of value provided to the organisation, managing any identified risks to the Council in terms of building capability across all service areas.

2018/19 Service Budget and Establishment

	£000
Employees	0
Other Operational Expenses	555
Income	0
Total	555

Current Forecast (under) / overspend	0
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Number of posts (Full time equivalent)	0
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(150)	0	0
Proposed Staffing Reductions (FTE)	0	0	0

Is your proposal a 'one-off' in 2019/20 or is it ongoing?	Ongoing
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Section B

What impact does the proposal have on the following?

Property
None
Service Delivery
There is a potential for stagnation or reduction of service delivery should individuals become less effective.
Future expected outcomes
The proposal will contribute to the achievement of the budget proposal and drive the requirement to achieve best value from training and development activity. However, there will be less development of employees which may impact organisational and individual capability and effectiveness.
Organisation
Priority would be provided to statutory and mandatory training. Any additional training and development would be assessed on the basis of value provided to the organisation.
Workforce
There will be less development of employees which may impact organisational and individual capability and effectiveness.
Communities / Service Users
None
Oldham Cares
None
Partner Organisations
There will be no direct impact on partner organisations from this proposal, however the Council will seek to achieve savings in training procurement as and/or reduce demand.

Who are the key stakeholders?

Staff	Yes
Elected Members	No
Residents	Yes
Local business community	Yes
Schools	No
Trade Unions	No
External partners (if yes please specify below)	Yes
Any training providers that the Council currently use	
Other Council departments (if yes please specify below)	No
N/A	
Other (if yes please specify below)	No
N/A	

Benefits to the organisation/staff/customers including performance improvements

A £0.150m contribution to the achievement of the 2019/20 budget reduction target and the achievement of improved value by driving down supplier costs and/or demand. A greater focus on internal training delivery and self-directed learning will also be adopted.

Section C

Key Risks and Mitigations

Risk	Mitigation
General training provision will reduce, limiting the development of employees.	Better management in procuring training and development activity, investment in resource to enable Internal training delivery / capacity, expansion and promotion of self-directed learning methods.
N/A	N/A
N/A	N/A

Key Development and Delivery Milestones

Milestone	Timeline
Proposal presented to Overview and Scrutiny Performance and Value for Money Select Committee	5 February 2019
Implementation	April 2019.
N/A	N/A
N/A	N/A

Section D

Consultation required?	No
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	Start	Conclusion
Staff	N/A	N/A
Trade Union	N/A	N/A
Public	N/A	N/A
Service Users	N/A	N/A
Other	N/A	N/A

Equality Impact Screening

Is there 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? (choose YES if any of the above impacts are YES)	No
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Section E

Finance comments	
This proposal would create an ongoing saving of £0.150m from the central training budget from 2019/20. However, the prioritisation of statutory and mandatory training through the Development Academy may encourage services to source additional training requirements from service budgets with the potential of creating pressures in these areas.	

Signed RO	14/12/2018
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Signed Finance	17/12/2018
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BR1 - Section A

Service Area :	People Services
Budget Reduction Title:	Reduced Sickness Absence through more robust absence management procedures

Budget Reduction Proposal - Detail and Objectives :

To consider potential financial savings through reducing sickness absence across the workforce.

The Alternative budget for the 2019/20 financial year includes a budget reduction of £0.013m based on achieving an aspirational target of 8 days absence per FTE on average. The actual sickness position for 2017/18 was 8.38 days per FTE.

Increased intervention at earlier stages including signs and symptoms of future potential absence, in addition to further challenges, timely meetings, adjustments and phased returns to reduce sickness absence and support provided to reduce the duration of absenteeism will be further enforced with DMT's and managers.

For long term absences, all cases will have an appropriate action plan attached to them to ensure that adequate and appropriate support is automatically pursued.

2018/19 Service Budget and Establishment

£000

Employees	-
Other Operational Expenses	-
Income	-
Total	-

Current Forecast (under) / overspend

-

Number of posts (Full time equivalent)

-

	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(13)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a 'one-off' in 2019/20 or is it ongoing?

Ongoing

Section B

What impact does the proposal have on the following?

Property
None.
Service Delivery
None.
Future expected outcomes
None.
Organisation
None.
Workforce
More robust application of the absence management procedures and support provided to staff in work and absent should have a positive impact on staff attendance through the reduction of sickness absence levels
Communities / Service Users
None.
Oldham Cares
None.
Partner Organisations
None.

Who are the key stakeholders?

Staff	Yes
Elected Members	No
Residents	No
Local business community	No
Schools	No
Trade Unions	Yes
External partners (if yes please specify below)	No
N/A	
Other Council departments (if yes please specify below)	No
N/A	
Other (if yes please specify below)	No
N/A	

Benefits to the organisation/staff/customers including performance improvements
Reduction in absence results in greater productivity from the workforce in addition to increased engagement, reduced costs of cover via agency and overtime and increased performance improvements across Council services.

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
N/A	N/A

Section D

Consultation required?	No
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	Start	Conclusion
Staff	N/A	N/A
Trade Union	N/A	N/A
Public	N/A	N/A
Service Users	N/A	N/A
Other	N/A	N/A

Equality Impact Screening

Is there 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? (choose YES if any of the above impacts are YES)	No
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Section E

Finance comments	
There is no specific budget for sickness and as such any budget reduction would be cross cutting across Council employee budgets.	

Signed RO	14/12/2018
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Signed Finance	17/12/2018
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BR1 - Section A

Service Area :	People Services
Budget Reduction Title:	Review of car allowances as previously promised to reduce the amount paid as a lump sum to staff doing zero or minimal mileage

Budget Reduction Proposal - Detail and Objectives :

A lump sum car allowance of £500 is paid annually to essential car users.

The amount paid in the year 2017/2018 totalled £0.199m to approx. 432 members of staff (including leavers and thus a pro rata allowance for part of the year). For the period April 2018 to November 2018 a further £0.155m has been paid to 520 members of staff (again including pro rata for leavers).

Analysis of the data shows that in 2017/2018 40% of those individuals in receipt of Essential Car Allowance had recorded less than 100 miles in their roles. 35% had claimed no mileage. These figures are believed to be understated as officers may not always make claims, especially for short journeys.

For the period April 2018 to November 2018 48% of recipients had recorded less than 100 miles in their roles. 42% of recipients (216 individuals) had claimed no mileage. It is believed officers have not always claimed mileage refunds in all instances.

The Liberal Democrats have proposed generating circa £0.050m by reducing the number of posts that attract an essential car user payment. A saving of £0.050m would equate to removal of allowance from circa 100 employees. Due to consultation requirements, only a part year reduction of £0.037m would be generated in 2019/20 with an additional saving of £0.013m in 2020/21.

There is a local agreement with Trades Unions regarding the assessment of entitlement and application of the Car Allowance Scheme. The scheme comprises a series of factors, including mileage, and allocates points per factor.

Consultation with Trades Unions and Individuals would need to take place before staff terms and conditions could be amended.

2018/19 Service Budget and Establishment	£000
Employees	0
Other Operational Expenses	232
Income	0
Total	232

Current Forecast (under) / overspend	0
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Number of posts (Full time equivalent)	0
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(37)	(13)	0
Proposed Staffing Reductions (FTE)	0	0	0

Is your proposal a 'one-off' in 2019/20 or is it ongoing?	Ongoing
Page 64	

Section B

What impact does the proposal have on the following?

Property
As Essential user status bestows free parking on Council property, budget is provided to the Property Team (Parking Shop). Removal of Essential user status would lead to a reduction in Parking Shop budget.
Service Delivery
Employees may refuse to use their own vehicles to complete their duties which may result in service delay, especially in the areas of social care.
Future expected outcomes
Potential to increase travel costs associated with other methods e.g. taxi, public transport.
Organisation
None.
Workforce
Certain individuals will have Car Allowance removed. Car parking costs would also increase for those individuals who are reclassified from Essential Users.
Communities / Service Users
Potential for delays in receiving support in certain areas, e.g. social care.
Oldham Cares
None.
Partner Organisations
None.

Who are the key stakeholders?

Staff	Yes
Elected Members	No
Residents	No
Local business community	No
Schools	No
Trade Unions	Yes
External partners (if yes please specify below)	No
N/A	
Other Council departments (if yes please specify below)	Yes
Economy Skills & Neighbourhoods - Property	
Other (if yes please specify below)	No
N/A	

Benefits to the organisation/staff/customers including performance improvements
Achievement of budget reduction resulting in less pressure to make saving elsewhere.

Section C

Key Risks and Mitigations

Risk	Mitigation
The allowance may be taken from users who travel a significant number of miles but have not claimed them in the past.	Communicate to claimants the requirement to claim mileage on a regular basis.
Where allowance is removed there may be an increase in costs associated with other modes of transport, e.g. taxis, public transport.	None
N/A	N/A

Key Development and Delivery Milestones

Milestone	Timeline
Communicate to all staff the requirement to claim mileage in a timely manner.	January - February 2019
Communicate the intention to remove Car allowance from all zero mileage claimants.	March 2019
Consult with affected employees.	April – May 2019
Remove Car Allowance from all recipients who have claimed zero mileage in the preceding year.	June 2019

Section D

Consultation required?	Yes
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	Start	Conclusion
Staff	April	May
Trade Union	April	May
Public	N/A	N/A
Service Users	N/A	N/A
Other	N/A	N/A

Equality Impact Screening

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

Disabled people	N/A
Particular Ethnic Groups	N/A
Men or Women (including impacts due to pregnancy / maternity)	N/A
People who are married or in a civil partnership	N/A
People of particular sexual orientation	N/A
People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	N/A
People on low incomes	N/A
People in particular age groups	N/A
Groups with particular faiths and beliefs	N/A

EIA required? (choose YES if any of the above impacts are YES)	N/A
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Section E

Finance comments	
The reduction in the number of essential users for car allowances by 100 employees could generate a saving of £0.050m (phased over 2019/20 and 2020/21).	

Signed RO	14/12/2018
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Signed Finance	14/12/2018
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BR1 - Section A

Service Area :	People Services
Budget Reduction Title:	Reduce the subsidisation of Trade Union support provided by the Council following a reduction in membership

Budget Reduction Proposal - Detail and Objectives :

The Council, in accordance with the National Agreement on Pay and Conditions of Service, recognises 3 unions for Local Government Services employees; Unison, Unite and GMB.

- Unison 2.89 FTE
- GMB 0.8 FTE
- Unite 0.4 FTE

Oldham Council supports the system of collective bargaining and the principle of solving employee relations problems by discussion and agreement before they escalate and to facilitate the conduct of joint business.

The role of the unions is work with the employer to represent and protect the interests of their members by:

- Negotiating agreements with the Council on changes to conditions of service or other contractual provisions;
- Representing the workforce in consultation on changes which impact on their members or that represent major changes to the workplace such as large-scale restructure or working practices;
- Supporting members to discuss their concerns with the Council;
- Accompanying their members in disciplinary and grievance meetings; and
- Providing access to legal and financial advice and other support functions.

The Council seeks to provide for time off and facilities within the statutory framework provided by of the Trade Union and Labour Relations (Consolidation) Act 1992, and the ACAS Code of Practice 'Time off for Trade Union Duties and Activities'. The Liberal Democrats are proposing the Council reduces its subsidisation of trade union support following a reduction in membership. This would result in a reduction of approximately 50% to the base budget resulting in a total saving £0.075m which, due to the consultation required, would be achieved over 2 financial years.

In addition the Liberal Democrats propose a review is undertaken to ensure the Council subsidy of trade union time and facilities is in line with that of neighbouring boroughs.

2018/19 Service Budget and Establishment

£000

Employees	182
Other Operational Expenses	20
Income	(46)
Total	156

Current Forecast (under) / overspend	0
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Number of posts (Full time equivalent)	4.09
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(38)	(37)	-
Proposed Staffing Reductions (FTE)	(2.00)	-	-

Is your proposal a 'one-off' in 2019/20 or is it ongoing?	Ongoing
Page 68	

Section B

What impact does the proposal have on the following?

Property
Potential impact on provision of office facilities within Manchester Chambers for UNISON and rent collection for this property.
Service Delivery
Potential effective use of management time and ability to conduct meetings and hearings due to non-availability of union representation.
Future expected outcomes
Loss of goodwill and excellent industrial relations history. Movement of trade union activity from local to regional. Loss of trust and confidence among the workforce where unions not fully involved.
Organisation
Delays in work/ projects requiring (or where best practice dictates) working with, consulting or negotiating with the trades unions
Workforce
Potential reduction in employee capacity arising from the requirement for increased workforce direct engagement in change or budget cuts.
Communities / Service Users
Delay in change or other cost saving activities
Oldham Cares
Where unions represent employees working within or in partnership with Oldham Cares – similar implications to those identified for Oldham Council.
Partner Organisations
As above within Unity Partnership Limited and Mio Care and Oldham Schools. Could impact on change proposals which increasingly involve other agencies.

Who are the key stakeholders?

Staff	Yes
Elected Members	Yes
Residents	No
Local business community	No
Schools	Yes
Trade Unions	Yes
External partners (if yes please specify below)	No
N/A	
Other Council departments (if yes please specify below)	Yes
All Council departments	
Other (if yes please specify below)	Yes
Oldham Cares, MioCare and the Unity Partnership Ltd	

Benefits to the organisation/staff/customers including performance improvements

Reduction in cost.

Section C

Key Risks and Mitigations

Risk	Mitigation
TU incapacity to be able to support and properly represent their members especially given the ongoing GM devolution and Health integration programme and degree of change anticipated within the Council over the next 12 months.	Seek greater involvement from Regional / National Officers Increase recruitment of directorate stewards to undertake role within working time* (* we have tried to encourage this in the past with limited success)
Delay in the ability of management to arrange and undertake meetings requiring statutory or policy trade union presence in a timely manner or having no continuity of attendees.	Seek greater involvement from Regional / National Officers Increase recruitment of directorate stewards to undertake role within working time* (* we have tried to encourage this in the past with limited success) Lengthen consultation periods / development of new initiatives deadlines to allow for limited availability of local representatives.
Inability of the organisation to comply with statutory, national or local policy requirements regarding negotiation, consultation and representation which will increase the risk of successful challenge, litigation and significant cost.	Seek greater involvement from Regional / National Officers for corporate initiatives. Increase recruitment of directorate stewards to undertake role within working time* (* we have tried to encourage this in the past with limited success). Increase in employee direct engagement.
Confusion with the Council's own Fair Employment Charter which honours the right of every employee to be an active member of a recognised trade union without fear of discrimination or reprisal.	Be clear with employees where they are able to access alternative representation outside of the council.
Movement away from local representation and engagement with reliance on Union own professional Regional Officers. Significant time delays due to lack of availability together with loss of knowledgeable local representation who understand the context, history and operational positions within Oldham.	Retain the recognition agreement and sufficient reasonable and benchmarked facility time.
Reduction in capacity efficiencies gained from collective bargaining. Decline in current constructive industrial relations working partnership and increase in disputes and escalation of industrial action	Retain the recognition agreement and sufficient and benchmarked facility time.

Key Development and Delivery Milestones

Milestone	Timeline
Review Membership amongst current workforce and update TU figures	April 2019
Benchmark with other GM / regional authorities	May 2019
Monitor statute to identify potential change or direction	Jan -May 2019
Open consultation with the trades unions	June 2019
Internal sign off process	September 2019
Submission to Local NJC Committee (LJNCC)	November 2019 or in accordance with future budget timescales.

Section D

Consultation required?	Yes
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	Start	Conclusion
Staff	N/A	N/A
Trade Union	June 19	September 19
Public	N/A	N/A
Service Users	N/A	N/A
Other (SMT/ Members)	August 19	October 19

Equality Impact Screening

Is there 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? (choose YES if any of the above impacts are YES)	No
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Section E

Finance comments

The proposal would generate an ongoing saving of the amount detailed in section A.

Signed RO	14/12/2018
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Signed Finance	17/12/2018
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BR1 - Section A

Service Area :	Marketing and Communications
Budget Reduction Title:	Redesign of Communications & Marketing

Budget Reduction Proposal - Detail and Objectives :

The Communication team's role is to ensure that information and key messaging about Council services, decisions and campaigns are equally accessible to all of the borough's residents, our staff and our partners. Oldham Council has a centralised Communications and Marketing team with staff delivering digital, design internal communications, media relations, marketing and social media content creation with business partner support to each directorate.

As more information moves online and residents become increasingly technologically advanced the need to produce hard copy publications reduces. As such the Liberal Democrat's propose to reduce the service budget for the Communications and Marketing team by £0.150m in 2019/20, and an additional £0.100m in 2020/21 and £0.100m in 2021/22.

This reduction in 2019/20 would be met by generating £0.145m through ceasing the publication of the Borough Life Magazine and the Staff Matters newsletter, halting all staff conferences, removing the reputation tracker, deleting 1 vacant Communications officer post and 1 Graphic Designer post.

Alongside the above reductions, it is proposed to generate income of circa £0.005m by selling advertising on the Council's website similar to that which is done in a neighbouring authority.

A further review of the core offer of the Communications and Marketing team for 2020/21 onwards would be then be completed to deliver additional savings in future years.

2018/19 Service Budget and Establishment

	£000
Employees	802
Other Operational Expenses	90
Income	(134)
Total	758

Current Forecast (under) / overspend	21
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Number of posts (Full time equivalent)	18
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(150)	(100)	(100)
Proposed Staffing Reductions (FTE)	(2)	TBC	TBC

Is your proposal a 'one-off' in 2019/20 or is it ongoing?	Ongoing
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Section B

What impact does the proposal have on the following?

Property
None.
Service Delivery
A reduction in the capacity to deliver for core services would necessitate internal clients simply going elsewhere to get the work they needed done. That is likely to impact negatively on the quality and consistency of what is delivered and would also mean departments potentially paying more for the work than they do already – increasing their own spend. A reduction in the information available is also likely to lead to increased demand on other areas, like the Contact Centre, and increased pressures and costs for those areas.
Future expected outcomes
Reducing the capacity of the Communications team would affect the entire organisation's ability to deliver information and behaviour change with residents, partners, staff and other key stakeholders.
Organisation
The organisation's key policy and behaviour change initiatives – schemes which must be communicated effectively in order to deliver future savings – would be impacted by a reduction in our capacity to deliver internal communications, especially to remote staff. Less communication with staff would lead to them being less informed and less able to be effective ambassadors who understand our values and behaviours, plus our aims and objectives for the borough. This would also make leadership more difficult.
Workforce
Reduced communications to staff means a less informed workforce able to understand its role and purpose within the organisation, and the corporate narrative.
Communities / Service Users
Having less informed residents in a 'post-truth' era runs the risk of less satisfaction with services and falling trust – plus more demands elsewhere across the organisation for information. A lack of understanding of our services and strategic vision is also likely to impact negatively on residents' and communities' resilience and understanding– or willingness – to do #yourbit.
Oldham Cares
The Communications team currently works alongside and supports the new Oldham Cares organisation on internal and external messaging, plus events and promotion, like The Big Conversation. A reduction would impact on Oldham Cares' ability to: ensure robust mechanisms are in place to inform and involve key stakeholders; identify opportunities and channels for genuine engagement and involvement; provide information for the key audiences in the format best suited to their needs; identify key messages, milestones and outcomes and how they will be communicated; support patient, carer and staff engagement.
Partner Organisations
Partner organisations need to be able to understand Oldham Council's corporate narrative and strategic vision for the borough. Diluting our ability to deliver this could lead to them feeling less informed and connected. It also might lead to them seeking information direct from services, which again shifts the response burden but does not necessarily save money.

Who are the key stakeholders?

Staff	Yes
Elected Members	Yes
Residents	Yes
Local business community	Yes
Schools	Yes
Trade Unions	Yes
External partners (if yes please specify below)	Yes
All i.e. Oldham Cares	

Other Council departments (if yes please specify below)	Yes
All	
Other (if yes please specify below)	No
N/A	
Benefits to the organisation/staff/customers including performance improvements	
A budget reduction of £0.150m in 2019/20	

Section C

Key Risks and Mitigations

Risk	Mitigation
The Communications Team will be unable to meet demand.	Priorities would have to be reviewed and activity reduced simply to support only statutory services.
Proactive communications would be vastly reduced.	A tightly-defined and agreed set of core priorities would have to be agreed across the organisation with an acceptance that many existing communications activity would cease.
A reduction in communication opportunities could lead to some areas delivering their own messaging.	Utilise Business Partner relationships and other avenues for communication within the organisation or partners.

Key Development and Delivery Milestones

Milestone	Timeline
Proposal presented to Overview and Scrutiny Performance and Value for Money Select Committee	5 February 2019
Staff and Trades Union consultations	February 2019 – March 2019
Implementation of proposal	April 2019

Section D

Consultation required?	Yes
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	Start	Conclusion
Staff	February 2019	March 2019
Trade Union	February 2019	March 2019
Public	February 2019	March 2019
Service Users	February 2019	March 2019
Other	February 2019	March 2019

Equality Impact Screening

Is there 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? (choose YES if any of the above impacts are YES)	No
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Section E

Finance comments	
The approval of this proposal would generate on going budget reductions within Marketing and Communications as stated, however, should the organisational demand remain for marketing and communications at the current level then this may lead to external agencies being employed. Budgets would have to be managed to ensure that there was no adverse impact.	

Signed RO	18/01/2019
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Signed Finance	15/01/2019
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BR1 - Section A

Service Area :	Soft Facilities Management
Budget Reduction Title:	Additional Bus Lane Enforcement to ensure consistency of provision within the Council controlled area

Budget Reduction Proposal - Detail and Objectives :

As part of the Administration's budget reduction proposal an additional 5 bus lane enforcement routes are at consultation stage.

It is proposed to introduce a further lane at Rochdale Road Oldham and therefore ensure consistency of enforcement across the borough.

To enable the implementation, the relevant infrastructure will need to be purchased or put in place i.e. purchase of camera (capital), maintenance, signage, highways works, advertising and reviewing of CCTV (revenue). Any revenue costs, including the revenue implications of the capital expenditures, will be offset by income generated by Penalty Charge Notices (PCN's) issued.

The purchase of a new camera would be £0.020m. Civil works for lines and signs will cost approximately £0.003m resulting in an initial capital outlay of circa £0.023m.

If this alternative budget reduction proposal is approved, it is anticipated it would take circa six months to implement the works and the new CCTV system based on the implementation of previous bus lanes. The legal work associated with the updating of the traffic regulation order has already been completed.

Ongoing revenue costs are estimated to be in the region of £0.008m per annum.

Based on income received to date from existing bus lane enforcement, it is estimated that the additional income generated from the above route would have a value of circa £0.037m.

2018/19 Service Budget and Establishment		£000
Employees		113
Other Operational Expenses		1,898
Income		(2,088)
Total		(77)

Current Forecast (under) / overspend	0
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Number of posts (Full time equivalent)	3.5
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(16)	(13)	0
Proposed Staffing Reductions (FTE)	0	0	0

Is your proposal a 'one-off' in 2019/20 or is it ongoing?	Ongoing
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Section B

What impact does the proposal have on the following?

Property
None.
Service Delivery
Parking Services will negotiate the additional monitoring requirements with NSL, the Council's Parking Enforcement Agency
Future expected outcomes
None.
Organisation
Parking Services will performance manage the additional bus lanes through the NSL contact
Workforce
None.
Communities / Service Users
Minimal, as there are very few residential properties within the vicinity of the proposed bus lane enforcement site
Oldham Cares
None.
Partner Organisations
This will increase the enforcement work NSL currently undertake for the Council

Who are the key stakeholders?

Staff	No
Elected Members	No
Residents	No
Local business community	No
Schools	No
Trade Unions	No
External partners (if yes please specify below)	Yes
NSL	
Other Council departments (if yes please specify below)	No
N/A	
Other (if yes please specify below)	No
N/A	

Benefits to the organisation/staff/customers including performance improvements
The council is seen by Transport for Greater Manchester (TfGM) to be enforcing bus lanes that were previously constructed but not enforced.

Section C

Key Risks and Mitigations

Risk	Mitigation
Level of PCNs issued does not meet the expected income levels	Regular updates on PCNs issued and action plan developed for the adverse reduction in income generated Camera can be relocated if required
Negative publicity	Clear communication plan developed
N/A	N/A

Key Development and Delivery Milestones

Milestone	Timeline
Programme of infrastructure and camera installation works are implemented	August 2019
Implementation of bus lane enforcement	September 2019
N/A	N/A
N/A	N/A

Section D

Consultation required?	No (previously completed)
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	Start	Conclusion
Staff	N/A	N/A
Trade Union	N/A	N/A
Public	N/A	N/A
Service Users	N/A	N/A
Other	N/A	N/A

Equality Impact Screening

Is there 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? (choose YES if any of the above impacts are YES)	No

Section E

Finance comments
Finance comments are included within the additional information section

Signed RO	14/12/2018
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Signed Finance	12/12/2018
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Additional information (if required)

The proposal is to install 1 new enforcement camera at the bus lane on Rochdale Road, Oldham.

The proposal requires an initial capital outlay of circa £0.023m to cover the purchase and installation of the cameras and the required groundwork / site preparation. (The 1st years licencing and software costs are included in this figure).

It is anticipated that the new camera will generate circa £0.037m per annum in additional income based on estimated contravention figures of 1,092 PCN's paid at the current average payment rate of £33.62. The estimated contravention figures are based on the current bus lane enforcement cameras in operation.

Ongoing management and maintenance costs have been calculated at circa £8k per annum resulting in a net income generation of £0.029m.

	£'000
Income	(37)
Expenditure	8
Net Surplus	(29)

Due to a six month lead-in time, the first year option has been calculated at £0.016m increasing to £0.029m in the second full year of operation.

It is anticipated that the initial capital outlay will be funded through unallocated capital resources. However if funding is met through additional prudential borrowing the service will incur annual repayment costs. This will reduce the full year impact of the budget option.



BR1 - Section A

Service Area :	Street Lighting
Budget Reduction Title:	Review of Existing Dimming Regime

Budget Reduction Proposal - Detail and Objectives :

The Liberal Democrats are proposing to further reduce energy consumption by reviewing the current dimming regime specifically to reduce the lighting levels from 100% to 75% from – Dusk to 22:00 and 05:00 to Dawn for both Traffic Routes and Residential Areas.

By implementing a variable lighting strategy the financial impact can be reduced whilst still maintaining a street lighting provision. However it should be noted that a reduction in light output is not directly proportional to a reduction in energy consumption. This is as a result of the additional energy used by the street light's control equipment.

A scheme of variable street lighting went live across Oldham from January 2016 following trialling across 1,000 lanterns in the borough.

The new street lights have the ability to vary the light output anywhere between 100% and 50%, however it is common practice to reduce the levels in steps of 25% as this equates to one lighting class (in accordance with British Standards lighting design). This provides three stepped options as follows – 100% (full brightness), 75% (a 25% reduction in light) and 50% (half brightness).

Under a scheme of delegated authority, the Portfolio Holder determined a scheme for dimming lights in the borough, details of the current regime can be found in Additional Information. The exception within the scheme is in respect of locations advised by Community Safety, the Police and areas covered by fixed CCTV sites. These areas will remain at 100% during the hours of darkness. These locations will be reviewed periodically in conjunction with Community Safety and the Police.

A review has been made of Street Lighting energy consumption/cost for the calendar years 2015 and 2016 and this shows that the number of Kilowatt hours (KWH) consumed has fallen by 1,260,946 resulting in a year on year saving of £0.183m. Further details can be found in Section 1 within additional information.

One proposal could be to reduce lighting between 22.00 hrs and 05.00 hrs by a further 25%. This would mean that at these times, lanterns would have been dimmed by 75%. Technical guidance suggests that lighting at such low levels would impact adversely on lantern performance and shorten their lifespan thus leading to increased costs elsewhere.

An alternative proposal is to reduce the Dusk to 22.00 hrs and 05.00hrs to Dawn lighting periods from 100% to 75% (i.e. 25% across the board). It is estimated that this could produce a further saving of £0.055m p.a. on top of the £0.183m already achieved in 2016/17. The proposal is set out in the following tables:

For traffic routes (Proposed)

Hours	Dusk –22:00	22:00 – 24:00	24:00 –05:00	05:00 – Dawn
Option approved	75%	75%	50%	75%

For residential areas (Proposed)

Hours	Dusk –22:00	22:00 – 24:00	24:00 –05:00	05:00 – Dawn
Option approved	75%	50%	50%	75%

Comparison of Energy Usage / Cost

The proposed review of the dimming regime has assumed the street lighting operating hours per annum of 4,015 and base hour levels have assumed to be at 7pm average switch on and 6am average switch off for a 365 day period.

It should be noted that the current lighting reductions were achieved after consultation and advice from parties such as the Police, Highways, Health and Safety etc. A similar process would need to be considered to ensure that lighting continues to be set at a standard that minimises crime and third party claims.

The original detail from the proposal to dim lights in 2015 & 2016 will need to be revisited to ensure there are no further impact changes and the proposal is still feasible.

2018/19 Service Budget and Establishment

	£000
Employees	133
Other Operational Expenses	6,459
Income	(2,530)
Total	4,062

Current Forecast (under) / overspend	(60)
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Number of posts (Full time equivalent)	3 Oldham, 1 Rochdale
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(55)	0	0
Proposed Staffing Reductions (FTE)	0	0	0

Is your proposal a 'one-off' in 2019/20 or is it ongoing?	Ongoing
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Section B

What impact does the proposal have on the following?

Property
The savings associated with dimming street lighting will result in savings in energy costs for the Council.
Service Delivery
Members of the public may notice a reduction in the level of street lighting and feel this is a reduction in level of service provided by the Council. The expectation of stakeholders for the service will need to be managed through engagement and consultation, to explain the rationale for the change and the benefits.
Future expected outcomes
None.
Organisation
The organisation will see a reduction in its energy costs.
Workforce
None.
Communities / Service Users
The wider community may feel that the reduction in street lighting will put them at risk. Engagement with stakeholders will take prior to the implementation to ensure this risk is minimised.
Oldham Cares
None.
Partner Organisations
Council officers will engage and work with other community groups to ensure that any concerns are dealt with and risks are minimised.

Who are the key stakeholders?

Staff	No
Elected Members	Yes
Residents	Yes
Local business community	Yes
Schools	Yes
Trade Unions	No
External partners (if yes please specify below)	Yes
Police	
Other Council departments (if yes please specify below)	Yes
Community Safety Services	
Other (if yes please specify below)	N/A

Benefits to the organisation/staff/customers including performance improvements

The benefits are a reduction in energy costs and there are no staff implications, however there is a reduction in lighting performance that could potentially impact on public safety, crime, and third party claims.

Section C

Key Risks and Mitigations

Risk	Mitigation
Risk of accidents and increase the risks associated with wider community safety due to reduction in street lighting levels.	Council officers would work closely with Members and other stakeholders prior to any proposal being implemented to minimise any risk to safety.
N/A	N/A
N/A	N/A

Key Development and Delivery Milestones

Milestone	Timeline
Proposal presented to Overview and Scrutiny Performance and Value for Money Select Committee	5 February 2019
Consultation with the public and partner organisations	February 2019 – March 2019
Start the implementation of the dimming scheme throughout the Borough	April 2019

Section D

Consultation required?	Yes
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	Start	Conclusion
Staff	No	N/A
Trade Union	No	N/A
Public	February 2019	March 2019
Service Users	February 2019	March 2019
Other - Stakeholders	February 2019	March 2019

Equality Impact Screening

Is there 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? (choose YES if any of the above impacts are YES)	No
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Section E

Finance comments	
The Street Lighting PFI commenced in 2012. It is managed on a joint basis by Oldham Council and Rochdale Council via a joint authority board. Day to day management is provided by a small core team of 4 officers based at Kingsway, Rochdale. The PFI receives partial funding from the Department for Transport totalling approximately £2.5M p.a. Oldham Council has authority to determine its own lighting standards provided they meet national minimum standards and subject to the technical limitations imposed by its own lighting stock. The current scheme of dimming for Oldham was put in place in 2016. If this proposal is agreed then this would represent a second phase of dimming across the borough. As energy costs are incurred by Corporate Landlord (cost centre 12266) and then recharged to other services, the saving would be made under that budget heading.	

Signed RO	08/01/2019
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Signed Finance	08/01/2019
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Additional information (if required)

1. The current dimming regime

For traffic routes: (Existing)

Hours	Dusk to 22:00	22:00 to 24:00	24:00 –05:00	05:00 – Dawn
Option approved	100%	75%	50%	100%

For residential areas (Existing)

Hours	Dusk –22:00	22:00 – 24:00	24:00 –05:00	05:00 – Dawn
Option approved	100%	50%	50%	100%

2. Year on Year Comparison of Energy Usage/Cost

Month	2015		2016	
	Energy Usage	Cost	Energy Usage	Cost
	KWH	£	KWH	£
January	835,223	117,207	1,130,848	176,984
February	986,772	197,784	942,839	147,565
March	1,003,608	140,815	801,122	125,397
April	738,244	103,539	629,057	88,863
May	628,491	88,157	518,775	73,294
June	534,377	74,968	375,988	53,134
July	557,929	78,267	418,708	59,167
August	683,625	95,888	530,833	74,997
September	773,365	55,558	644,609	91,058
October	954,417	149,413	797,407	112,632
November	1,057,788	165,610	889,176	125,587
December	1,171,137	183,287	984,668	139,070
Total	9,924,975	1,450,492	8,664,029	1,267,748
Year on Year Reduction in Usage/Cost		(1,260,946)	(182,744)	

BR1 - Section A

Service Area :	Corporate
Budget Reduction Title:	Reduce in travel budgets to ensure most efficient method of transport is used for essential Council business

Budget Reduction Proposal - Detail and Objectives :

In April 2018, the Council received a Freedom of Information (FOI) request asking for details of all flights paid for by the Council within the period 1 January 2015 and 31 March 2018. Within this period Oldham Council reported a number of flights to differing destinations domestically and beyond. A significant number of these flights were funded by external sources however some costs were incurred by the general fund and so there is scope to reduce the impact on Council mainstream funding.

By ensuring that the most efficient and cost effective method for travel is used, it is proposed to reduce travel expenditure budgets by £0.005m in 2019/20. Travel budgets are held across the organisation and therefore this reduction would be cross cutting.

2018/19 Service Budget and Establishment

	£000
Employees	0
Other Operational Expenses	71
Income	0
Total	71

Current Forecast (under) / overspend

	0
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Number of posts (Full time equivalent)

	0
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(5)	0	0
Proposed Staffing Reductions (FTE)	0	0	0

Is your proposal a 'one-off' in 2019/20 or is it ongoing?

Ongoing

Section B

What impact does the proposal have on the following?

Property
None.
Service Delivery
None.
Future expected outcomes
Most efficient use of transport is used for Council business.
Organisation
None.
Workforce
None.
Communities / Service Users
None.
Oldham Cares
None.
Partner Organisations
None.

Who are the key stakeholders?

Staff	Yes
Elected Members	No
Residents	No
Local business community	No
Schools	No
Trade Unions	No
External partners (if yes please specify below)	No
N/A	
Other Council departments (if yes please specify below)	No
N/A	
Other (if yes please specify below)	No
N/A	

Benefits to the organisation/staff/customers including performance improvements
Most efficient use of transport is used for Council business which will generate financial efficiencies for the Council.

Section C

Key Risks and Mitigations

Risk	Mitigation
Employees continue to book flights for Council business.	Staff communication through Departmental Management Teams to ensure most cost effective and efficient transport solution is used. Exception reporting to be developed to identify any areas of non-compliance. Details of any such instances will be reported back to the Senior Management Team.
N/A	N/A
N/A	N/A

Key Development and Delivery Milestones

Milestone	Timeline
Proposal presented to Overview and Scrutiny Performance and Value for Money Select Committee	5 February 2019
Implementation of proposal	April 2019
N/A	N/A
N/A	N/A

Section D

Consultation required?	No
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	Start	Conclusion
Staff	N/A	N/A
Trade Union	N/A	N/A
Public	N/A	N/A
Service Users	N/A	N/A
Other	N/A	N/A

Equality Impact Screening

Is there 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? (choose YES if any of the above impacts are YES)	No
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Section E

Finance comments
The approval of this budget reduction proposal would reduce travel budgets by £0.005m. Budgets for travel are held across the Council and therefore this would be a cross cutting saving.

Signed RO	17/01/2019
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Signed Finance	17/01/2019
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BR1 - Section A

Service Area :	Heritage, Libraries and Arts
Budget Reduction Title:	Generating additional income through increased renting out of artworks to other institutions and interested parties subject to security

Budget Reduction Proposal - Detail and Objectives :

The Council owns a diverse range of fine and decorative art which consists of 450 oil paintings, 500 watercolours and 1,400 prints. This includes a Charles Lees collection of paintings, drawings and engravings and 55 watercolours and drawings from the S.C. Turner collection.

Currently the Council loans items from the collections to accredited museums and galleries both nationally and internationally for public exhibitions. Whilst there is often a financial transaction involved this is to cover the cost of insurance, conservation and transport and does not generate a surplus. Also loans of this nature are a reciprocal arrangement whereby the Council is able to borrow items from collections around the country at minimal cost. It is an established principle that all museums support the appropriate loan of collections for public access.

The Opposition are proposing to expand the current arrangements to include an income generation element and provide private and corporate artwork lending. This proposal could inhibit the current reciprocal arrangements between museums and a private and corporate lending scheme could be costly to establish. As there is a need to fully test the market and quantify all relevant costs, including staff time, insurance valuations, conservation, framing, packing and marketing, it is currently difficult to assess if the notional income target of £0.002m proposed for 2019/20 is feasible.

2018/19 Service Budget and Establishment

	£000
Employees	854
Other Operational Expenses	347
Income	(51)
Total	1,150

Current Forecast (under) / overspend	0
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Number of posts (Full time equivalent)	24.52
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(2)	0	0
Proposed Staffing Reductions (FTE)	0	0	0

Is your proposal a 'one-off' in 2019/20 or is it ongoing?	Ongoing
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Section B

What impact does the proposal have on the following?

Property
None.
Service Delivery
The service are currently at capacity due to urgent conservation and restoration works required following a flood in March 2018, which resulted in damage to over 1,000 items within the Council's collection. Any additional tasks would therefore require additional recruitment and staffing costs.
Future expected outcomes
None.
Organisation
None.
Workforce
Additional staff time needed to check conditions, prepare works, pack items, document and market.
Communities / Service Users
None.
Oldham Cares
None.
Partner Organisations
Some museum and gallery partners will incur additional charges which might make loans unfeasible.

Who are the key stakeholders?

Staff	Yes
Elected Members	No
Residents	No
Local business community	No
Schools	No
Trade Unions	No
External partners (if yes please specify below)	No
N/A	
Other Council departments (if yes please specify below)	No
N/A	
Other (if yes please specify below)	No
N/A	

Benefits to the organisation/staff/customers including performance improvements

Increased income generation from existing resources, although this would need to be off-set by the cost of implementation.

Section C

Key Risks and Mitigations

Risk	Mitigation
The lending scheme proves uneconomical to run due to increased staffing, materials, marketing and insurance costs and a lack of commercial demand.	Funding will need to be found for extensive market testing to be undertaken to ensure an adequate level of demand exists at a price which will cover additional costs.
Additional charges for public institutions borrowing artworks from Oldham inhibit opportunities for Oldham receive loans from other museums.	Consideration given as to how costs are included in loan agreements.
Loss or damage to items within the Council's art collection.	Strict insurance controls would need to be in place before any artwork is transferred outside the Council's control. Particularly around transport, storage and display.

Key Development and Delivery Milestones

Milestone	Timeline
Proposal presented to Overview and Scrutiny Performance and Value for Money Select Committee	5 February 2019
Market testing and feasibility assessments completed.	February 2019 – March 2019
Potential loan items identified and programme of reframing and conservation underway.	March – June 2019
Scheme templates and processes developed to minimise additional workload and materials purchased	March 2019 – May 2019
Marketing and launch of scheme	From June 2019

Section D

Consultation required?	No
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	Start	Conclusion
Staff	N/A	N/A
Trade Union	N/A	N/A
Public	N/A	N/A
Service Users	N/A	N/A
Other	N/A	N/A

Equality Impact Screening

Is there 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? (choose YES if any of the above impacts are YES)	No
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Section E

Finance comments	
The increase in income target for loaning out of fine art work by £0.002m will mean that the existing reciprocal arrangements are shifted to that of a profit making commercial basis. Increased activity in loaning out fine art work will incur addition costs in packaging, transportation, marketing and display. No market testing has been carried out to identify if there is sufficient demand to meet the increased income target. Any shortfalls against the income target must be met from existing budget within the Gallery Service.	C. Holdaway

Signed RO	08/01/2019
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Signed Finance	09/01/2019
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Additional information (if required)

The Arts & Heritage Service budgets are currently ring-fenced whilst the new business model for the Oldham Heritage & Arts Centre (OMA) is developed. The current revenue budget is under significant pressure as OMA will deliver an expanded cultural offer with existing resources and there is an expectation that a year-on-year saving will be achieved after opening.

It should be noted that museums operate a mutually beneficial reciprocal lending arrangement between themselves, which works effectively for the public benefit.

Private and Corporate art lending schemes have been run by different institutions in the past, however we are not aware of any that are still operational. The main reasons for this appear to be running costs and lack of demand.



BR1 - Section A

Service Area :	Community / Adult Learning
Budget Reduction Title:	Charging for leisure courses within Lifelong Learning to reduce the Council subsidy

Budget Reduction Proposal - Detail and Objectives :

The aim of the Lifelong Learning Service is to deliver high quality, accessible local learning opportunities which enable adults to realise their potential and gain employment by developing their confidence, creativity, knowledge and skills.

The Lifelong Learning service is mainly grant funded through the Education and Skills Funding Agency however the Council provides some mainstream funding to support the running of the service for example central support charges.

All lifelong learning courses are for people aged 19 years and over and are delivered across the borough at various sites. The Service complies with SFA requirements to provide free courses for designated categories of learners. For other learner courses fees are charged and these must be used to co-fund the delivery of learning. Some learners are entitled to a concessionary rate and therefore pay a reduced fee towards a number of leisure courses.

The Liberal Democrat's propose to remove the concessionary rate for non-essential leisure courses such as arts and crafts and sewing which will reduce the amount of Council funding required for this service by £0.003m for 2019/20.

Please note that if this proposal is approved, a full Equality Impact Assessment will be required.

2018/19 Service Budget and Establishment	£000
Employees	2,317
Other Operational Expenses	616
Income	(3,275)
Total	(342)

Current Forecast (under) / overspend	0
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Number of posts (Full time equivalent)	62.31
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(3)	0	0
Proposed Staffing Reductions (FTE)	0	0	0

Is your proposal a 'one-off' in 2019/20 or is it ongoing?	Ongoing
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Section B

What impact does the proposal have on the following?

Property
Some sites will become less viable including Shaw and Failsworth.
Service Delivery
If concessions are removed this could impact on the volume of learners who can afford the full fees and this would impact on the achievement of service targets.
Future expected outcomes
A reduced uptake in this provision and reduced learner numbers which will impact on the value of the service in terms of devolution. There are unknown risks to funding in respect of the devolution to Greater Manchester of the Adult Skills budget including the Community Learning element for non-essential 'leisure' type courses.
Organisation
Organisation will become smaller. Reputational damage/fall out as provision is priced out of the market for non-essential leisure courses.
Workforce
Reduced workforce numbers. Redundancy costs. Loss of highly skilled tutors in specialist subjects.
Communities / Service Users
Social Isolation - see Equality Impact screening section for breakdown of learners on this type of provision.
Oldham Cares
Negative impact on health and wellbeing as some learners will not be able to attend if costs increase.
Partner Organisations
Impact on fees we are able to pay to providers so that we can be located in places where learners are able to access our provision.

Who are the key stakeholders?

Staff	Yes
Elected Members	Yes
Residents	Yes
Local business community	No
Schools	Yes
Trade Unions	No
External partners (if yes please specify below)	No
Other Council departments (if yes please specify below)	No
Other (if yes please specify below)	No

Benefits to the organisation/staff/customers including performance improvements

Generate £3,000 for the Organisation.

Section C

Key Risks and Mitigations

Risk	Mitigation
Lose learners due to increased cost.	Recruit more learners who are able to pay full cost via marketing and advertising of provision.
Increased social isolation learners	Need to refer to other agencies who can support with these issues.
Reduction in viability of training space.	Hire additional space as and when required for provision.

Key Development and Delivery Milestones

Milestone	Timeline
Consultation with learners	April – May 2019
Communication of change of policy for concessions	June 2019
Fees policy reviewed/changed	June 2019
N/A	N/A

Section D

Consultation required?	Yes
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	Start	Conclusion
Staff	N/A	N/A
Trade Union	N/A	N/A
Public	N/A	N/A
Service Users	April	May
Other	N/A	N/A

Equality Impact Screening

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

Disabled people	YES 21% on CL courses declared a disability
Particular Ethnic Groups	YES 51.8% BME
Men or Women (including impacts due to pregnancy / maternity)	YES 77.3% Female 22.7% Male
People who are married or in a civil partnership	Unknown
People of particular sexual orientation	Unknown
People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	Unknown
People on low incomes	YES 63.1%
People in particular age groups	YES 16-18 – 0.2% 19-24 – 6.6% 25-34 24.4% 35-44 27.1% 45-54 – 17.3% 55-64 – 12.5% 65+ - 12%
Groups with particular faiths and beliefs	Unknown

EIA required? (choose YES if any of the above impacts are YES)	YES
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Section E

Finance comments

The additional income generated could have an adverse effect on overall learner numbers as the additional pricing could lead to reduced overall numbers.

In 2017/18, out of the 1,173 enrolments there were 480 concessions who booked on the non-essential leisure courses. The average hourly rate for one of these courses is £3.70 of which the concessionary rate equates to £1.20. Each course on average is 3 hours in duration.

Although learner numbers could decline, it is anticipated that an additional income of £0.003m could be generated to support the Council's overall annual budget position.

(Catherine Dunkerley)

Signed RO	11/01/2019
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Signed Finance	11/01/2019
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2018/19 Work Programme - Overview and Scrutiny Performance and Value for Money Select Committee

MEETING DATE AND VENUE	AGENDA ITEM	SUMMARY OF THE ISSUE	REPORT AUTHOR/OFFICER PRESENTING	RESOLUTION/RECOMMENDATION	COMMENTS
28TH June 2018 6pm Crompton Suite	Street Lighting	Council motion	Carol Brown, John McAuley	Noted	
	Overview and Scrutiny Toolkit	For Elected Members	Mark Stenson, Dami Awobajo	Noted	
	Oldham Community Leisure (restricted)		Neil Consterdine, Stuart Lockwood	<ul style="list-style-type: none"> Report be noted; Option 3 of the report be endorsed; Performance report be presented in 2018/19 	
23rd August 2018 6pm Crompton Suite	Two year plan for delivering the offer to 2 year olds and 3 and 4 year olds (Early Years)	Update to include information on Looked After Children	Jenny Dennis	Noted	
	Transformation Fund, Smoking Cessation, Health Trainer Service and Sexual Health Advice Service for young people	Progress report	Katrina Stephens, Charlotte Stephenson	Noted	
	Breastfeeding	Performance against target on Corporate Performance report	Katrina Stephens, Charlotte Stephenson	<ul style="list-style-type: none"> Report be noted. Target of 40% totally or partially breastfed at 6-8 weeks be agreed. Breastfeeding friendly town policy be supported in principle. Annual progress report on breastfeeding progress in 	

2018/19 Work Programme - Overview and Scrutiny Performance and Value for Money Select Committee

				2019/20 be accepted.	
	Corporate Performance report 2017/18 Quarter 4		Dami Awobajo, Naila Arshad	Noted	
4th October 2018 6pm Crompton Suite	MioCare Group	Progress report on the financial position of the group	Karl Dean, Paul Whitehead	Noted	
	Regeneration Programme	Scheme reviews, shared value and risk assessment	Roger Frith	Noted	
EDUCATION CO-OPTED MEMBERS INVITED	Special Educational Needs and Disability Service	Progress report on performance	Andrew Sutherland	1. The report be noted. 2. Half-yearly updates on progress be provided.	Moved from August
	Corporate Performance Report 2018/19 Quarter 1		Dami Awobajo, Naila Arshad	Noted	
CXL 8th November 2018 6pm Crompton Suite ADMINISTRATION BUDGET INVITE PORTFOLIO HOLDERS AND SENIOR OFFICERS					

2018/19 Work Programme - Overview and Scrutiny Performance and Value for Money Select Committee

CXL 20th November 2018 6pm Crompton Suite OPPOSITION BUDGET					
13th December 2018 6pm Crompton Suite	M640(CP) 16 to 18 year olds who are not in education, training or employment (NEET) performance report	Progress report on NEET. The report to include: 1. figures concerning young people who are in employment with no associated training and 2. possible outcome for the support programme after the UK leaves the European Union.	Donna Lewis	Noted	
	Unity Partnership	Annual report	Joe Davis	1. Noted 2. To present a progress report in six months	
	Corporate Performance Report 2018/19		Dami Awobajo, Naila Arshad	Noted	

2018/19 Work Programme - Overview and Scrutiny Performance and Value for Money Select Committee

	Quarter 2				
	Improving attendance and Health and Wellbeing	Progress report on sickness absence and Fit for Oldham programme	Stewart Hindley, Dianne Frost	1.Noted 2.A full year report be presented in six months.	
	Looked After Children	Finance Performance, education outcomes and placement outcomes	Merlin Joseph, Jill Beaumont	Noted	Moved from October
	Lesson Learnt Northamptonshire and Section 114 report		Mark Stenson, Anne Ryans	1.Noted 2.To share the report with all Councillors	Moved from October
24th January 2019 6pm Crompton Suite ADMINISTRATION BUDGET INVITE PORTFOLIO HOLDERS AND SENIOR OFFICERS					
5th February 2019 6pm Crompton Suite	Opposition Budget				

2018/19 Work Programme - Overview and Scrutiny Performance and Value for Money Select Committee

OPPOSITION BUDGET					
	Education performance INVITE EDUCATION COOPTEES	Progress report with an emphasis on Academies and lesson learnt	Andrew Sutherland		
21st March 2018 6pm Crompton Suite	Police Performance and the Effects of Funding Cuts		GMCA Crime and Police – Jayne Stephenson and GMP Superintendent Danny Inglis		
	Greater Manchester Fire and Rescue Services	Council Tax Precept	Donna Parker, GMCA		
	Adoption performance in Oldham	Service performance against the adoption scorecard	Jill Beaumont, Patsy Burrows		
	Corporate Performance Report 2018/19 Quarter 3		Dami Awobajo, Naila Arshad		

Items to be considered at future meetings		
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2018/19 Work Programme - Overview and Scrutiny Performance and Value for Money Select Committee

20 years since Community tensions – lesson learnt	Bruce Penhale	
Free schools		
Planning	Stephen Irvine	<ul style="list-style-type: none"> • Major applications response times • Minor application response rates • Charges over last three years
Work and Skills Strategy 2016-20	Jon Bloor	<ul style="list-style-type: none"> • A progress report on the three core components of the Work and Skills Strategy 2016-20 (i.e.: Skills for Employment, Get Oldham Working Phase 2 and Careers Advancement Service)
First Choice Home Oldham update	David Smith (FCHO), Ann-Marie McGinn Bryn Cooke,	<ul style="list-style-type: none"> • Moved from October
Housing	Bryn Cooke	<ul style="list-style-type: none"> • Provision against demand, Affordable Housing, land retention • Moved from October