

Public Document Pack

CABINET Agenda

Date Monday 14 February 2022

Time 6.00 pm

Venue Crompton Suite, Civic Centre, Oldham, West Street, Oldham, OL1 1NL

Notes 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 Liz Droган in advance of the meeting.

2. CONTACT OFFICER for this Agenda is Liz Droган Tel. 0161 770 5151 or email elizabeth.droган@oldham.gov.uk

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 Draft Minutes of the Administration Budget Policy Overview and Scrutiny Committee held on 27th January 2022

To follow

6 Draft Minutes of the Opposition Budget Considerations Police Overview and Scrutiny Committee held on 8th February 2022

To follow

7 Revenue Monitor and Capital Investment Programme 2021/22 Month 8 – November 2021 (Pages 1 - 48)

8 Revenue Budget 2022/23 (Pages 49 - 550)

- 9 Medium Term Financial Strategy 2022/23 to 2026/27 (Pages 551 - 612)
- 10 Council Tax Reduction Scheme 2022/23 (Pages 613 - 640)
- 11 Capital Strategy and Capital Programme 2022/23 to 2026/27 (Pages 641 - 726)
- 12 Treasury Management Strategy Statement 2022/23 Including the Minimum Revenue Provision Policy Statement, Annual Investment Strategy and Prudential Indicators (Pages 727 - 778)
- 13 Housing Revenue Account Estimates for 2022/23 to 2026/27 and Proposed Outturn for 2021/22 (Pages 779 - 794)
- 14 Statement of the Chief Financial Officer on Reserves, Robustness of Estimates and Affordability and Prudence of Capital Investments (Pages 795 - 822)



Report to Cabinet

Revenue Monitor and Capital Investment Programme 2021/22 Month 8 – November 2021

Portfolio Holder: Councillor Abdul Jabbar MBE, Deputy Leader and Cabinet Member for Finance & Low Carbon

Officer Contact: Anne Ryans, Director of Finance

Report Author: Anne Ryans, Director of Finance
Ext. 4902

14 February 2022

Reason for Decision

The report provides the Cabinet with an update on the Council's 2021/22 forecast revenue budget position at Annex 1 and the financial position of the capital programme as at 30 November 2021 (Month 8) together with the revised capital programme 2021/22 to 2025/26, as outlined in section two of the report at Annex 2. The opportunity has been taken to update the forecasts and grant detail in the report where information has been received more recently and has an impact on the financial projections included in the report.

Executive Summary

Revenue Position

The current forecast outturn position for 2021/22 is a projected surplus variance of £2.672m after allowing for approved and pending transfers to and from reserves.

The position includes additional costs and pressures that have been identified by the Authority in this financial year as a direct result of the COVID pandemic. The additional pressures include forecasts of both income shortfalls and additional expenditure that have impacted on the Authority's budgets.

The pandemic is continuing to affect nearly all aspects of Council service delivery; the most significant areas of concern remain the People and Place, Children's Services and Community Health & Adult Social Care Portfolios. Action is being taken and will continue for the remainder of the financial year to address variances and take mitigating action as detailed in the report.

The overall corporate position is partly being offset by the application of £7.737m general COVID support grant and £0.352m from the Quarter 1 compensation claim for lost income in relation to sales fees and charges (SFC); in total £8.089m, all of which is received from the Department for Levelling Up, Housing and Communities (DLUHC). In Appendix 1 to the report, the un-ringfenced Government support is presented as a single sum so that it highlights the level of variation across all Council budgets, given that there is insufficient resource to fully offset the adverse COVID related variance. However, this summary report presents the position after applying the Government grant across Portfolio areas. An update on the major issues driving the revenue projections is detailed within Annex 1, Section 2.

The current projected position, after adjustment for reserves and, as outlined above, receipt of all additional Government funding to support COVID pressures that the Authority is expecting to receive, continues to show a net underspend, hopefully demonstrating the impact of the service and corporate actions that have been initiated across all service areas to review and challenge planned expenditure and to maximise income. Action will of course continue with the aim of, at the very least, maintaining this position to the end of the financial year.

Information on the Quarter 2 position of the Dedicated Schools Grant (DSG), Housing Revenue Account (HRA) and Collection Fund is also outlined in the report. There are currently no significant issues of concern in relation to the HRA. The Collection Fund position is improving, with a reduced in-year deficit of £12.159m (of which the Councils share is £11.785m) compared to £13.712m at Quarter 2. Government grant compensation of £13.092m will offset this to produce a forecast surplus of £1.307m which will be available to support the 2022/23 budget. Whilst the DSG continues to be an area which is facing a financial challenge, recent funding announcements in particular have contributed to an improved position, reducing the cumulative deficit and bringing the DSG towards an enhanced balanced position in 2023/24

Capital Position

The report outlines the most up to date capital spending position for 2021/22 to 2025/26 for approved schemes. The revised capital programme budget for 2021/22 is £52.588m at the close of month 8 a net decrease of £33.414m from the original budget of £86.002m. Actual expenditure to 30 November 2021 was £23.801m (45.29% of the forecast outturn).

Without doubt the forecast position will continue to change as the year draws to a close with additional reprofiling into future years.

The Month 8 Revenue Monitor and the Capital Investment Programme 2021/22 report was presented to the Policy Overview and Scrutiny Committee on 27 January 2022 to accompany the suite of 2022/23 budget reports. The Committee was content to note the report and commend it to Cabinet for approval.

Recommendations

That Cabinet approves the 2021/22 financial position of the Council as follows:

1. The forecast revenue outturn for 2021/22 at Month 8 being a £2.672m favourable variance having regard to the action being taken to manage expenditure
2. The forecast positions for the Housing Revenue Account, Dedicated Schools Grant and Collection Fund
3. The use of reserves as detailed in Appendix 1 to Annex 1
4. The revised capital programme for 2021/2026 as at Month 8.

Revenue Monitor and Capital Investment Programme 2021/22 Month 8 – November 2021**1 Background**

- 1.1 The Authority's 2021/22 revenue budget and capital programme was approved by Council on 4 March 2021. Under established budget procedures, all services are required to monitor and review their approved revenue and capital budgets during the financial year. This is reported to Cabinet on a quarterly basis with this, an additional report at month 8, which is used to inform the budget setting process for the following financial year.
- 1.2 As part of the budget monitoring process, the forecast year-end position for revenue and capital has been prepared by all services as follows:
- a) The revenue forecast is based on a comparison of profiled budgets to the actual position as at the end of Month 8 together with known commitments, issues, and planned management actions. Due to the requirement to report to the Department for Levelling Up, Housing and Communities (DLUHC) about the financial pressures relating to COVID, forecasts for Month 8 have been based upon the Round 17 Government return which was submitted on 26 November 2021.
 - b) The capital programme forecast has been based on notified revisions to the approved 2021/22 position including the final 2020/21 outturn, new grants, an initial rephasing of the approved capital programme including an assessment of the impact of COVID and also the outcome of the Annual Review.
- 1.3 The opportunity has been taken to update the forecasts and grant detail in the report where information has been received more recently and has an impact on the financial projections included in the report.
- 1.4 As the year progresses the outturn projections reflect the evolving position of management actions put in place to mitigate in-year pressures, new developments and changes in the profile of planned expenditure and of course any additional support that the Government may give to address the financial challenge created as a result of the pandemic.

2. Current position

- 2.1 The forecast revenue outturn for 2021/22 is a favourable variance of £2.672m. Further details of the current revenue budget position and a full description of the forecast can be found in Annex 1. The pressures relating to COVID total £11.400m but is reduced to £3.311m with the application of £7.737m of un-ringfenced Government COVID related grant funding and also £0.352m of funding to compensate for lost income in relation to sales, fees and charges. Offsetting the COVID related pressure is a net 'business as usual' underspend of £5.983m, within which it should be noted are areas of forecast overspending, primarily within Children's Services (£1.511m) and Commissioning (£0.484m).

- 2.2 As advised above, the total Portfolio variances amount to a net favourable variance of £2.672m as detailed in Annex 1 at Tables 1 and 2. This consists of a COVID related pressure of £3.311m and an operational underspend of £5.983m. This is comprised of People and Place reporting an adverse variance of £0.050m (£0.540m COVID related), Community Health and Adult Social Care reporting a pressure of £7.455m (£7.422m COVID related) and Children's Services reporting an adverse variance of £4.518m (£3.007m COVID related). There is a further adverse variance, all attributable to 'business as usual' of £0.484m within Commissioning.
- 2.3 There are favourable variances of £1.120m within Reform, including a COVID related pressure of £0.181m and also £0.576m within the Chief Executive's Service area, again including a £0.250m COVID pressure. Capital, Treasury and Corporate Accounting is reporting a favourable, operational variance of £5.394m. Whilst there are clearly some business as usual pressures, this summary highlights the continuing impact of COVID related pressures across most areas of the Council.
- 2.4 It should, however, be noted that at this stage in the financial year, £1.807m of approved 2021/22 budget reductions are, in the first instance, forecast not to be delivered. Alternative savings have been identified for £1.308m of the potentially unachievable budget reductions within Community Health and Adult Social Care, which leaves £0.499m of budget reductions that cannot be offset by other means and this variance is included within the month 8 forecast.
- 2.5 However, taking an approach to allocating the COVID specific funding received/ anticipated against the COVID costs incurred and using the information in Tables 1 and 2 of Annex 1, the table below shows the net impact across all Portfolio areas.

Portfolio Area	Gross Costs - COVID-19 Response £000	Apportion Grant Funding (SFC) £000	Apportion Grant Funding (MHCLG) £000	COVID Costs Net of Funding £000	Business as Usual Variance £000	Total Net Pressure £000
People and Place	540	(220)	(290)	30	(490)	(460)
Community Health and Adult Social Care	7,422	-	(4,847)	2,575	33	2,608
Children's Services	3,007	(43)	(2,257)	707	1,511	2,218
Communities and Reform	181	(40)	(185)	(44)	(1,301)	(1,345)
Commissioning	-	-	-	-	484	484
Chief Executive	250	(49)	(158)	43	(826)	(783)
Capital, Treasury and Corporate Accounting	-	-	-	-	(5,394)	(5,394)
Total	11,400	(352)	(7,737)	3,311	(5,983)	(2,672)

- 2.6 The current projected position, after adjustment for reserves and receipt of additional Government funding to support COVID pressures, is showing a continued underspend that has increased slightly from the previously reported position. However, provision has now been made for all the COVID related funding that the Authority is expecting to receive.
- 2.7 There remains a high degree of estimation in relation to the impact of COVID. The forecasting of the likely impact of the pandemic on the Council's budget is based on both the actual expenditure and the income loss recorded to date but also relies on a

series of assumptions which are both unpredictable and constantly changing. Future reports will advise of the continuing progress of mitigating factors and management actions to control and reduce the forecast deficit.

- 2.8 Whilst there are many pressures, the impact of the service and corporate actions can be seen in the continued forecasting of a favourable outturn. Action will of course continue and the effectiveness of management action will continue to be closely monitored by Directorate Management Teams with regular progress updates being provided to Portfolio holders, all with the aim of, at the very least, maintaining this position to the end of the financial year. Government.
- 2.9 Sections 5, 6 and 7 of the report sets out information on the Quarter 2 position of the Dedicated Schools Grant (DSG), Housing Revenue Account (HRA) and Collection Fund. There are currently no significant issues of concern in relation to the HRA. The Collection Fund position is improving, with a reduced in-year deficit of £12.159m (of which the Councils share is £11.785m) compared to £13.712m at Quarter 2, directly as a result of COVID. Government grant compensation of £13.092m will offset this deficit to produce a forecast surplus for the Council of £1.307m which will be available to support the 2022/23 budget. Whilst the DSG continues to be an area which is facing a financial challenge in 2021/22, recent funding announcements in particular have contributed to an improved position, reducing the cumulative deficit and bringing the DSG towards an enhanced balanced position in 2023/24
- 2.10 The original approved capital programme for 2021/22 totalled £86.002m. The revised capital programme as at month 8 taking account of approved carry forwards, new funding, new schemes and variations and proposed variations/ re-phasing plus the impact of the Annual Review gives projected revised expenditure of £52.588m. Actual expenditure at the end of month 8 was £23.801m (45.29% of the forecast outturn). Further details of expenditure and schemes within the capital programme can be found in Annex 2.
- 2.11 Whilst the capital programme has seen considerable reprofiling in the financial year, expenditure to date is comparatively low. Therefore, the revised forecast spending level for 2022/23 will be closely monitored to ensure that any further changes are reflected in the month 9 report.

3 Options/Alternatives

- 3.1 The options that Cabinet might consider in relation to this report are;
- a) to agree the forecast revenue and capital positions presented in the report including proposed changes
 - b) to agree some of the forecasts and changes included in the report
 - c) not to agree any of the forecasts and changes included in the report and ask for further information

4 Preferred Option

- 4.1 The preferred option is that Cabinet approves 3.1 (a) above; being all of the forecast revenue and capital projections presented in the report and Annexes 1 and 2.

5 Consultation

- 5.1 Consultation has taken place with the services within the Council, the Director of Finance and the Policy Overview and Scrutiny Committee at its meeting on 27 January 2022, where the Committee noted the report and commended it to Cabinet for approval.

6 Financial Implications

- 6.1 The full financial implications are detailed in the report.

7 Legal Services Comments

- 7.1 There are no legal issues at this time.

8 Co-operative Agenda

- 8.1 Improving the quality and timeliness of the financial information available to citizens of Oldham supports the co-operative ethos of the Council.
- 8.2 The revenue budget and capital strategy/ programme have been prepared so that they embrace the Council's co-operative agenda with resources being directed towards projects that enhance the aims, objectives and co-operative ethos of the Council. Ongoing budget monitoring is key to ensuring this objective is met.

9 Human Resources Comments

- 9.1 There are no Human Resource implications.

10 Risk Assessments

- 10.1 The risk is that the proposed management actions are not achieved in full. Should this be the case then alternatives will be sought and implemented.

11 IT Implications

- 11.1 There are no IT implications.

12 Property Implications

- 12.1 There are no Property implications.

13 Procurement Implications

- 13.1 There are no Procurement implications.

14 Environmental and Health & Safety Implications

- 14.1 There are no Environmental and Health and Safety implications.

15 Equality, Community Cohesion and Crime Implications

- 15.1 There are no Equality, Community Cohesion and Crime implications.

16 Implications for Children and Young People

16.1 There are no direct implications for Children and Young People.

17 Equality Impact Assessment Completed

17.1 Not Applicable.

18 Key Decision

18.1 Yes.

19 Key Decision Reference

19.1 FCL-09-21.

20 Background Papers

20.1 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: Revenue Background Papers are contained in Annex 1 including Appendices 1, 2 and 3

Officer Name: Andy Cooper

Contact : 0161 770 4925 (andy.cooper@oldham.gov.uk)

File Ref: Capital Background Papers are contained in Annex 2 including Appendices A to G

Officer Name: Lee Walsh

Contact No: 0161 770 6608 (lee.walsh@oldham.gov.uk)

21 Appendices

Annex 1 Revenue Budget Monitoring Report 2021/22 Month 8 - November 2021

Appendix 1 Financing of the 2021/22 Revenue Budget at Month 8

Appendix 2 Ringfenced COVID grants at 2021/22

Appendix 3 Budget Reduction Summary 2021/22

Annex 2 Capital Investment Programme Report 2021/22 Month 8 - November 2021

Appendix A SUMMARY – Month 8 - Corporate Services

Appendix B SUMMARY – Month 8 - Children's Services

Appendix C SUMMARY – Month 8 - Communities and Reform

Appendix D SUMMARY – Month 8 - Community Health & Adult Social Care

Appendix E SUMMARY – Month 8 - Housing Revenue Account (HRA)

Appendix F SUMMARY – Month 8 - People and Place

Appendix G SUMMARY – Month 8 - Proposed Variations

REVENUE BUDGET MONITORING REPORT 2021/22**Month 8 - November 2021****1 Background**

- 1.1 The Authority's 2021/22 budget, in the sum of £254.179m was approved by Council on 4 March 2021. This was after the deployment of;
- £8.793m of recurrent budget reductions approved within the 2021/22 Budget
 - £16.830m of corporate and specific reserves
- 1.2 Under established budget procedures all services are required to monitor and review their approved budgets throughout the financial year and as part of this process a forecast of the year-end position has been prepared by all services. This forecast is based on a comparison of profiled budgets to the actual position as at the end of month 8. However, the opportunity has been taken to incorporate more up to date information received after the end of reporting period including known commitments, issues and planned management actions.
- 1.3 The Council is again this financial year, periodically reporting to the Department for Levelling Up, Housing and Communities (DLUHC); formerly the Ministry of Housing Communities and Local Government (MHCLG) as to the impact of COVID on the financial position of the Council. The forecasts therefore incorporate the round 17 position reported to the DLUHC on 26 November 2021.
- 1.4 The Government (DLUHC) is providing compensation for COVID related losses on Sales, Fees and Charges (SFC) for the first quarter of the financial year only and the Government compensation return was submitted to the DLUHC on 20 October 2021, in the sum of £0.352m. This amount has been used to offset Portfolio pressures in relation to lost income arising from SFC for the first quarter of the financial year. The claim will be assessed by the DLUHC and potentially amended, although all previous claims have been settled in full. Payment is expected in February 2022.
- 1.5 In considering the projections included in the DLUHC returns and in this report, it is important to note that there remains a high degree of estimation in relation to the impact of COVID; the rise of the Omicron variant saw a rapid increase in the rate of infection which led to the reintroduction of limited restrictions and an acceleration in the vaccination and booster programmes effective from 30 November 2021. Restrictions were, however, lifted at the end of January although the infection rate was still high.
- 1.6 The completion of the returns and the forecasting of the likely impact of the pandemic on the Council's budget is based on both the actual expenditure and the income loss recorded at the end of November adjusted, where appropriate, for more up to date information. It also relies on a series of assumptions which, as evidenced above, relate to a position that is both unpredictable and constantly changing.

2 Current Position

2.1 The current net revenue budget of £274.074m represents an increase of £19.895m against the originally approved budget of £254.179m and an increase of £5.250m since Quarter 2 which is due to:

- An increase of £4.047m in the estimated Section 31 grant funding to compensate the Council for the continuation of Business Rates reliefs, the revised total is therefore £13.092m.
- The receipt of £0.134m of un-ringfenced School Improvement Monitoring and Brokerage Grant income.
- and the increase in the utilisation of capital grants to £1.892m reflecting the reporting arrangements required when preparing the Statement of Accounts.

A full funding analysis of the net revenue expenditure is shown at Appendix 1.

2.2 The current position for 2021/22 at Month 8 is a projected favourable variance of £2.672m, an improvement of £0.259m on the £2.413m reported at Quarter 2. A forecast of the year-end position has been prepared by all services. The table below shows the year-end forecast position against budget for each Portfolio, including the additional costs anticipated as a result of the COVID pandemic.

Table 1 - Summary Forecast Revenue Outturn

	Budget	Forecast	In Year Use of Transfer To/ (From) Reserves	Variance Month 8	Variance Quarter 2
	£000	£000	£000	£000	£000
People and Place	60,194	62,377	(2,133)	50	719
Community Health and Adult Social Care	65,098	72,788	(234)	7,455	6,815
Children's Services	50,460	56,034	(1,056)	4,518	4,281
Communities and Reform	33,783	41,198	(8,533)	(1,120)	(991)
Commissioning	309	793	-	484	525
Chief Executive	15,958	20,848	(5,466)	(576)	(224)
Capital, Treasury and Corporate Accounting	27,443	13,337	8,712	(5,394)	(5,449)
COVID-19 Funding	7,737	(352)	-	(8,089)	(8,089)
Additional Section 31 grant for Collection Fund Deficit	13,092	-	13,092	-	-
NET EXPENDITURE	274,074	267,023	4,382	(2,672)	(2,413)
FINANCED BY:					
Collection Fund Deficit	25,456	25,182	-	(274)	(274)
Use of Reserves to offset Collection Fund Deficit	(25,456)	(25,182)	-	274	274
General Use of Reserves	(16,830)	(16,830)	-	-	-
Other Financing	(257,244)	(257,244)	-	-	-
TOTAL FINANCING	(274,074)	(274,074)	-	-	-
NET FORECAST VARIANCE	-	(7,051)	4,382	(2,672)	(2,413)

-
- 2.3 Members will recall that the 2021/22 budget report advised that the Government has awarded £7.737m of un-ringfenced COVID support grant to assist the Council meet the extra costs of addressing the pandemic. In addition, £0.352m of un-ringfenced grant support is anticipated, providing compensation for lost Sales, Fees and Charges income. The total of £8.089m has been retained centrally and applied as a 'bottom-line' adjustment. In this way the full cost of the pandemic is shown against each Portfolio.
- 2.4 The forecast outturn to the end of the year, after a predicted and proposed (net) in-year transfer to reserves totalling £4.382m is a favourable variance of £2.672m. Section 8 provides more detail of the approved and planned use of reserves at Month 8. However, key financing issues to note are:
- a) As advised during the 2021/22 budget setting process, there is a movement from reserves of the Section 31 Grant Funding (£25.182m) for Business Rate Relief compensation which was received in 2020/21 and is being used to support the 2021/22 budget. The actual grant received following the full reconciliation undertaken at the 2020/21 year end was £0.274m less than initially anticipated.
 - b) There is a movement to reserves of £13.092m which is the anticipated level of Section 31 funding for:
 - Business Rates Relief compensation of £8.888m paid to the Council because the Government introduced a scheme to reduce Business Rates for Retail, Leisure, Hospitality and Nursery businesses in 2021/22 after the 2021/22 budget was set. The amount of grant expected has reduced since month 6 in line with more up to date information.
 - The COVID-19 Additional Relief Fund (CARF), the detail of which was announced on 15 December 2021. This will also compensate the Council for discretionary Business Rate Reliefs awarded in 2021/22 up to a value of £4.204m (see section 4.15 for more information).

This grant will be used to offset the Collection Fund deficit that will arise in 2021/22 and will need to be addressed in the 2022/23 budget process.

- 2.5 There are significant variances contained within the projected net underspend. As previously mentioned, the position includes a forecast of all the additional pressures being incurred by the Authority as part of its on-going response to the COVID pandemic. Table 2 below analyses the variance between 'business as usual' and COVID; the former being a net underspend of £5.983m. As advised above, the Council has received £7.737m of general COVID support from the DLUHC for the first quarter of 2021/22. Along with the estimate for SFC income of £0.352m, a total of £8.089m COVID funding is being used to offset a pressure of £11.400m caused by the pandemic. This leaves a residual unsupported pressure of £3.311m.

Table 2 - Analysis of Variances

	COVID 19 Costs included in forecasts £000	Business as Usual £000	Variance Month 8 £000
People and Place	540	(490)	50
Community Health and Adult Social Care	7,422	33	7,455
Children's Services	3,007	1,511	4,518
Communities and Reform	181	(1,301)	(1,120)
Commissioning	-	484	484
Chief Executive	250	(826)	(576)
Capital, Treasury and Corporate Accounting	-	(5,394)	(5,394)
COVID Funding	(8,089)	-	(8,089)
Total	3,311	(5,983)	(2,672)

- 2.6 The People and Place Portfolio has a reported pressure of £0.050m with a proposed net use of reserves totalling £2.133m. Anticipated expenditure relating to COVID accounts for £0.540m of the overspend with a 'business as usual' underspend of £0.490m offsetting the total overspend.
- 2.7 Community Health and Adult Social Care (CHASC) is reporting an overspend of £7.455m, after a £0.234m use of reserves. The adverse variance is attributed to £7.422m of COVID related expenditure, in the main due to the demand for care packages following hospital discharges. The residual adverse variance of £0.033m therefore relates to 'business as usual'.
- 2.8 Children's Services is forecasting an adverse variance of £4.518m of which £3.007m is related to COVID, with a proposed £1.056m use of reserves. There are pressures within two main service areas: Education, Skills and Early Years at £0.210m and more significantly, Children's Social Care at £4.308m.
- 2.9 Communities and Reform is reporting a favourable variance of £1.120m in the main due to vacancies and the offsetting of costs by COVID grants, resulting in a business-as-usual favourable variance of £1.301m offset by a COVID pressure of £0.181m. There is a predicted £8.533m use of reserves (mostly Contain Outbreak Management Fund grant).
- 2.10 The Commissioning Portfolio is reporting an overall adverse business as usual variance of £0.484m within the Procurement service.
- 2.11 The Chief Executive Portfolio is reporting a net favourable variance of £0.576m, an operational underspend of £0.826m is offset by a £0.250m COVID pressure. In addition, Capital, Treasury and Corporate Accounting is showing an underspend of £5.394m, all of which relates to business as usual.
- 2.12 A more detailed analysis of financial performance and the major variances can be found by Portfolio in section 3.

-
- 2.13 It is important to note that a number of 2021/22 approved budget reductions, totalling £1.807m are currently forecast not to be achieved and are therefore rated red; 'off track and will not deliver'. There are also amber rated budget reductions; 'off track but with measures in place to deliver' linked to these red items. The budget reduction with red and red/amber ratings are as outlined below:

CHASC

- Maximising independence through alternative models of care - £1.000m of the total £1.500m red rated, with the remaining £0.500m rated amber
- Achieving Better Outcomes: Supported Living and Learning Disabilities - £0.288m
- Out of hours call centre support for Community Health Services - £0.020m

Whilst none of these red rated budget reductions will be delivered in year, alternative savings have been identified which will make good the shortfall. In addition, the £0.500m within CHASC rated as amber will need to be monitored to ensure it does not become unachievable. Clearly, as there is only a £0.033m Business as Usual variance being projected for this Portfolio area, there is some optimism with regard to achieving the off-setting savings.

People and Place

- Creating a Better Place – Projects and Assets (£1.541m) - of this budget reduction, £0.758m is expected to be delivered whilst £0.385m is rated amber with £0.398m currently rated red – these budget reductions will be reprofiled into future years.

Commissioning

- Staffing reductions in the Procurement Service of £0.101m. This will not be delivered in 2021/22.

- 2.14 In total, the net position is that £0.499m of the 2021/22 approved budget reductions cannot be offset by alternative means. These will be addressed through the 2022/23 budget process. A schedule and assessment of all the 2021/22 budget reductions is attached as Appendix 3 and a more detailed explanation is provided within the relevant Portfolio summaries in section 3.
- 2.15 Management action has been initiated across all service areas to review and challenge planned expenditure and to maximise income. In addition, the recruitment of staff to vacant posts and significant items of expenditure continues to be monitored via a corporate process. The impact of the service and corporate actions can be seen; the positive variance reported for the first time at Quarter 2 has improved further. Action will of course continue with the aim of, at the very least, maintaining the current position to the end of the financial year. In addition, further measures are being taken to ensure non-essential expenditure is avoided unless there is a business case to support it.
- 2.16 The effectiveness of management action will be closely monitored by Directorate Management Teams with regular progress updates being provided to Portfolio holders. The local and national position in relation to COVID saw the emergence of the Omicron variant with a rapid rise in the rate of infection and the introduction of Plan B restrictions

from 30 November 2021. However, restrictions were lifted at the end of January although COVID-19 still continues to spread. The position remains uncertain and volatile and inevitably leads to financial uncertainty in terms of the impact. However, no additional Government unringfenced financial support is expected beyond that already received and notified.

3 Portfolio Summaries

3.1 People and Place

3.1.1 The following table shows the forecast position after the approved and planned use of reserves for the Portfolio.

Table 3 – People and Place - Forecast Outturn

	Revised Budget £000	Forecast £000	Use of Reserves £000	Variance £000
Environmental Services	53,130	53,038	(463)	(555)
Enterprise and Skills	656	781	-	125
Economic Development	881	3,656	(1,670)	1,105
ICT	4,261	4,108	-	(153)
Customer Services	1,266	794	-	(472)
Total Forecast Net Expenditure	60,194	62,377	(2,133)	50

Summary

3.1.2 The forecast outturn at Month 8 for the People and Place portfolio, including all pressures associated with COVID and use of reserves of £2.133m, is an adverse variance of £0.050m, a favourable movement of £0.669m compared to the pressure of £0.719m reported at Quarter 2.

Environmental Services

3.1.3 The Environmental Services area is forecasting a £0.555m underspend, a favourable movement of £0.074m from that reported at Quarter 2 (£0.481m). Variances triggering the overall underspend include:

- Public Protection and Building Control which are showing a combined pressure totalling £0.018m, a favourable movement of £0.011m against the £0.029m reported at Quarter 2. The overall pressure is principally due to the under-recovery of income within the Building Control and Trading Standards areas of the division.
- Underspends totalling £0.417m, consisting of £0.282m in Highways Operations (Unity) and £0.135m in Street Lighting (S.38 and S.278 inspection fees). This represents a favourable variance of £0.034m to that reported at Quarter 2 (£0.383m) and is due higher than anticipated income relating to statutory works.
- Environmental Services Management is forecast to underspend by £0.156m, a favourable variance to the £0.029m reported at Quarter 2 of £0.127m as a result of an increase in cemeteries and crematoria services income.

Enterprise and Skills

- 3.1.4 The Enterprise and Skills Directorate is forecasting a pressure of £0.125m, a favourable movement of £0.029m compared to the £0.154m reported at Quarter 2. The Town Centre area, which includes the Markets Service is currently forecasting a loss for the financial year of £0.145m which includes an anticipated loss of rental income due to COVID. Offsetting this pressure is an anticipated underspend due to a reduction in staffing costs of £0.020m across the Service area.

Economic Development

- 3.1.5 The Economic Development Directorate is forecasting a pressure of £1.105m after a £1.670m use of reserves. This represents a favourable movement of £0.166m against the pressure of £1.271m reported at Quarter 2. The main reasons for the adverse variance are detailed by service area below:

- There is an estimated pressure against the Corporate Landlord/ Investment Estate totalling £0.723m (£0.843m at Quarter 2), of which £0.375m relates to COVID with the remainder relating to long standing issues in this service area.
- The Catering Service is showing an adverse variance of £0.362m, a slight improvement to the position reported at Quarter 2 (£0.383m). This is due to unachievable income against school meals.
- There is a projected overspend of £0.065m within Strategic Housing relating to additional temporary accommodation costs.
- The Car Parking budget is showing an underspend of £0.030m at month 8, a favourable variance to the balanced position reported at Quarter 2 as a result of an increase in penalty charge notices and introduction of flexible parking permits.
- The Cleaning Service is projecting a favourable variance £0.015m relating to underspends on materials.

ICT and Customer Services

- 3.1.6 ICT is forecasting an underspend of £0.153m due to vacant posts within the Client team. Customer Services is showing an underspend of £0.472m, a favourable movement of £0.400m compared to that reported at Quarter 2 which is due to the funding of eligible contractor costs with COVID grants.

Achievement of Budget Reductions

- 3.1.7 Of the £3.225m approved budget reductions across the portfolio, £0.398m of the total £1.541m linked to Creating a Better Place (Project and Assets) is currently rated red and not expected to be achieved, with £0.385m rated amber. All other budget reductions for the Portfolio are expected to be achieved in full.

3.2 Community Health and Adult Social Care

- 3.2.1 The Portfolio provides social care support to adults and carers across Oldham with a key aim of integrating and aligning the work with health partners to achieve greater efficiency

in service delivery and better outcomes for the resident or patient. This covers both the commissioning and the provision of services. The following table shows the forecast position for the Portfolio at Month 8.

Table 4 – Community Health and Adult Social Care - Forecast Outturn

	Revised Budget £000	Forecast £000	Use of Reserves £000	Variance £000
Adult Social Care - COVID 19	-	7,422	-	7,422
Community Health & Social Care	27,387	26,715	-	(672)
Commissioning	22,296	22,319	-	23
Learning Disability	13,841	15,422	-	1,581
Mental Health	8,543	8,888	-	345
Community Business Services	1,701	1,589	(39)	(151)
Safeguarding	1,063	924	-	(139)
Director Adult Social Care	(9,733)	(10,491)	(195)	(954)
Learning Disability and Mental Health	-	-	-	-
Total Forecast Net Expenditure	65,098	72,788	(234)	7,455

Summary

- 3.2.2 The pandemic is continuing to have a significant impact on the Portfolio, with a projected budget pressure of £7.455m (£6.815m at Quarter 2), including a £0.234m use of reserves. The predominant factor contributing to the overspend is the COVID related expenditure of £7.422m (£6.765m at Quarter 2). Adult Social Care is one of the Council services most affected by the virus, the constantly evolving nature and the subsequent impact of the pandemic and also the nature and quantum of financial support means that it is highly likely that the financial forecasts will be subject to further revision.
- 3.2.3 Financial support from the NHS Hospital Discharge Programme, reclaimed through the Oldham Clinical Commissioning Group (CCG) continues to be available, the support was scheduled to cease on 30 September 2021 and has now been extended to 31 March 2022. At month 8, £1.382m of funding from the CCG had been received and in the region of £2.000m is expected by the end of the year. The net effect is an adverse forecast of £7.422m of COVID related expenditure. This includes a non-recurrent contribution of £0.897m from the Contain Outbreak Management Fund (COMF).
- 3.2.4 A 'Business as usual' pressure of £0.033m (£0.050m at Quarter 2) accounts for the remainder of the overspend. The main reasons for the adverse variance are detailed below:

Community Health and Social Care

- 3.2.5 The forecast outturn has improved by £0.336m, the predicted surplus has increased from £0.366m to £0.672m. The improvement of £0.384m is due to a combination of slippage on recruiting to vacant posts of £0.181m and an improved income position compared to budget of £0.203m mainly due to non-residential client contributions.

Commissioning

- 3.2.6 The forecast outturn has moved from a reported surplus of £0.122m at Quarter 2 to a deficit of £0.023m at month 8. The adverse movement of £0.145m is attributable to an

increase in expenditure of £0.090m paid to incentivise care providers to ensure social care is delivered over the Christmas bank holiday period. There has also been increased demand placed on the Community Equipment service (£0.235m), the costs of which are mitigated by a £0.180m increase in income mainly due to the CCG's contribution to the pooled budget arrangement for Community Equipment.

Learning Disability

- 3.2.7 Learning Disability (LD) is forecasting an overspend of £1.581m (£1.162m at Quarter 2). Since Quarter 2, there has been an increase of 18 service users, predominantly with a Direct Payment package of care, accessing LD support incurring additional costs of approximately £0.320m. In addition, non-residential income has seen a downturn of £0.099m during the same period.

Mental Health

- 3.2.8 Mental Health is forecasting an overspend of £0.345m (£0.325m at Quarter 2). With the general population living longer and surviving other illnesses, the number of people developing dementia is increasing and therefore attracting the dementia premium when placed in care homes.

Community Business Services

- 3.2.9 The Service is reporting a favourable variance of £0.151m an improvement of £0.047m when compared to Quarter 2; the underspend is due to a high number of vacant posts and the planned use of £0.039m of earmarked reserves to support the Back-to-Basics programme of improvement and change. The service is undertaking a review & redesign during the financial year and any delays to implementation will potentially result in an increased underspend.

Safeguarding

- 3.2.10 The favourable variance of £0.139m represents an improvement of £0.0195m compared to the forecast pressure of £0.056m reported at Quarter 2. The movement relates to the recent receipt of the previously unbudgeted, ring-fenced Local Reform and Community Voices Grant 2021-22.

Achievement of Budget Reductions

- 3.2.11 The 2021/22 Budget Reductions total £2.729m, three of which, totalling £1.308m are currently forecast not to be achieved in part or in full by the means by which they were prescribed as summarised below:
- Maximising independence through alternative models of care (£1.500m) – only £0.500m is potentially expected to be delivered and this portion is rated amber at present.
 - Achieving Better Outcomes: Supported Living and Learning Disabilities (£0.288m).
 - Out of hours call centre support for Community Health Services (£0.020m).
- 3.2.12 Taken in isolation this would have an adverse impact of £1.308m. It is however, anticipated that offsetting savings with an equivalent value will enable £1.308m of red

rated the budget reductions to be offset by alternative means and this is evidenced by the business as usual variance being now reported as £0.033m.

3.3 Children's Services

3.3.1 The following table shows the forecast position after the approved and planned use of reserves for the Portfolio.

Table 5 – Children's Services

	Revised Budget £000	Forecast £000	Use of Reserves £000	Variance £000
Children's Social Care	37,505	42,334	(521)	4,308
Education, Skills & Early Years	8,783	9,533	(540)	210
Preventative Services	4,211	4,206	5	0
Schools	(39)	(39)	-	0
Total Forecast Net Expenditure	50,460	56,034	(1,056)	4,518

Summary

3.3.2 The Portfolio has a projected overspend of £4.518m which represents an increase of £0.237m to the £4.281m reported at Quarter 2. The overspend includes costs of £3.007m due to the lasting impact of COVID and incorporates the use of reserves totalling £1.056m. The principal underlying reasons are detailed below.

Children's Social Care

3.3.3 This area is projecting a £4.308m overspend at Month 8 and incorporates the use of reserves totalling £0.521m, which is an increase of £0.213m on the £4.095m reported at Quarter 2.

3.3.4 Throughout 2020/21 it was necessary to employ additional temporary social work staff to cover the increase in demand and consequent impact on caseloads as a result of the pandemic. This has continued in 2021/22 and the current forecast assumes a requirement to retain the existing cohort of additional social workers for the remainder of this financial year at an estimated cost of £1.367m. This represents a further reduction of £0.159m from the £1.529m reported at Quarter 2. The number of FTE's has reduced to 20 from 33 at the start of the financial year and caseloads will continue to be closely monitored with the objective of further reducing the number of extra social workers. Any further reductions, if applicable will be factored into future forecasts. Additional staffing costs to cover sickness and self-isolation is estimated to cost £0.027m. A further £1.326m is related to the provision of placements, particularly children placed outside of the borough. Again, this is due to an increase in demand and cost due to the pandemic. This brings the anticipated overspend due to COVID to £2.721m.

3.3.5 There is a further net operational forecast deficit of £1.587m. An operational pressure of £2.526m in the main relating to social care placements including Out of Borough is being offset by net favourable variance of £0.938m in relation to staffing costs; vacant posts generate a favourable variance of £3.313m which is offset in part by the use of further agency staff to cover a number of the vacant posts at a cost of £2.375m. The main cause of the increase from Quarter 2 is the expense of having to provide continued very high cost care for one young person.

Education, Skills and Early Years

- 3.3.6 The area is reporting a £0.210m overspend at Month 8, a slight adverse movement of £0.024m compared to that reported at Quarter 2 and incorporates the use of reserves totalling £0.540m.
- 3.3.7 Adverse variances are being forecast against both Inclusion and Post 16 Services of £0.098m and Community/ Adult Learning Services of £0.188m both due to the underachievement of income and both caused by the on-going impact of the pandemic.
- 3.3.8 The overspends are offset by a net £0.078m in relation to a number of small 'business as usual' underspends across the Directorate.

Preventative Services and Schools

- 3.3.9 There are no variances in relation to these two service areas, with the forecast being in line with budget.

Achievement of Budget Reductions

- 3.3.10 Budget reductions for the Portfolio in 2021/22 total £0.911m and are now currently expected to be achieved in full. Monitoring will continue to ensure delivery, particularly in relation to the SEND option which was previously classified as Amber.

3.4 Communities and Reform

- 3.4.1 The following table shows the forecast position for the Communities and Reform Portfolio after the approved and planned use of reserves and includes additional costs for COVID.

Table 6 – Communities and Reform

	Revised Budget £000	Forecast £000	Use of Reserves £000	Variance £000
Public Health & HLA	23,211	29,318	(6,455)	(348)
Youth, Leisure & Communities	5,953	6,257	(489)	(185)
HR & Organisational Development	2,610	2,593	(153)	(170)
Communications and Research	1,017	848	-	(169)
Strategy and Performance	952	726	-	(227)
Policy	40	1,146	(1,126)	(20)
Transformation and Reform	0	310	(310)	0
Total Forecast Net Expenditure	33,783	41,198	(8,533)	(1,120)

- 3.4.2 The forecast outturn at Quarter 2 is an underspend of £1.120m, a favourable movement of £0.129m compared to the underspend of £0.991 reported at Quarter 2. A favourable operational variance of £1.301m is offset by a COVID related pressure of £0.181m. The variance is after the approved use of £8.533m reserves. The paragraphs below outline the main variances within the Portfolio.
- 3.4.3 Public Health, Heritage, Libraries and Arts (HLA) services are showing an underspend of £0.348m as at month 8, compared to £0.252m at Quarter 2.

- 3.4.4 The previously reported income pressure for the Music Service due to COVID and reduced service provision has reduced to £0.040m at month 8 and there remains a pressure of £0.080m for Oldham Museum and Arts (OMA). This is offset with underspends on non-pay costs and the charging of eligible staff time to COVID grants. The significant use of reserves relates to funding from the Contain Outbreak Management Fund to address COVID related activities. Whilst this grant was received in 2020/21, it was brought forward as a reserve for use in 2021/22.
- 3.4.5 Youth, Leisure and Communities is showing an underspend of £0.185m as at month 8 (£0.163m at Quarter 2). There remains an income pressure within Outdoor Education (£0.102m) due to COVID and reduced service provision which is offset against a reduction in non-pay costs and the charging of eligible staff time to COVID grants.
- 3.4.6 HR and Organisational Development is showing an underspend of £0.170m as at month 8, and adverse movement of £0.024m from the previously reported position. The reduction in the underspend is due to reduced income from the schools Service Level Agreement for the HR Advisory service together with other income pressures and costs of service redesign. The pressures are offset by vacant posts across the Division.
- 3.4.7 Communications and Research is showing an unchanged underspend of £0.169m as at Month 8, this is due to vacant posts and again the transfer of eligible staff time to COVID grants.
- 3.4.8 Strategy and Performance is showing an underspend of £0.226m as at Month 8, a favourable movement of £0.013m since Quarter 2. There is a COVID income pressure of £0.056m which relates to the inability to provide data packs to schools in 2021/22. This is offset by vacant posts and the charging of eligible staff time to COVID grants.
- 3.4.9 The Policy service is showing a £0.020m underspend (balanced at Quarter 2) and Transformation and Reform continues to forecast a balanced outturn.

Achievement of Budget Reductions

- 3.4.10 The approved budget reductions of £0.626m are expected to be fully achieved in the financial year.

3.5 Commissioning

- 3.5.1 The table below shows the forecast position for the Portfolio, which, by way of reminder now excludes the Finance Directorate as it has transferred to Chief Executive Portfolio.

Table 7 - Commissioning - Forecast Outturn

	Revised Budget £000	Forecast £000	Use of Reserves £000	Variance £000
Commissioning and Procurement	309	793	-	484
Total Forecast Net Expenditure	309	793	-	484

Summary

- 3.5.2 The forecast outturn position at Month 8 is a business as usual overspend of £0.484m, a reduction of £0.041m since last reported.

Commissioning and Procurement

- 3.5.3 The service is continuing to experience difficulties in recruiting to permanent posts. This is resulting in the necessity to retain interims to provide service continuity leading to an estimated £0.421m overspend. The service is also reporting a pressure of £0.063m against the Early Payment scheme.

Achievement of Budget Reductions

- 3.5.4 The approved budget reduction of £0.101m will not be achieved in the financial year and no alternative proposals have been provided.

3.6 Chief Executive

- 3.6.1 The table below shows the forecast position for the Chief Executive's Portfolio including additional cost associated with COVID.

Table 8 – Chief Executive

	Revised Budget £000	Forecast £000	Use of Reserves £000	Variance £000
Finance	8,150	13,211	(5,336)	(275)
Legal Services	3,247	3,344	(130)	(33)
Chief Executive	2,186	1,978	-	(208)
Chief Executive Management	1,787	1,758	-	(29)
Executive Office	588	557	-	(31)
Total Forecast Net Expenditure	15,958	20,848	(5,466)	(576)

Summary

- 3.6.2 The Portfolio is showing an underspend of £0.576m, an improvement of £0.352m compared to the position at Quarter 2. Details of the underspend are shown below.
- 3.6.3 The Finance Service, at Month 8 is showing an underspend of £0.275m incorporating New Burdens funding to support the administration of business grants. This represents a favourable variance of £0.149m compared to the £0.126m underspend reported at Quarter 2. There is a pressure in relation to summons cost recoveries of £0.250m. Although courts have re-opened it is still anticipated there will be fewer summons costs recoveries in 2021/22 due to the ongoing impact of COVID. This is being offset by vacancies in the Finance division; a reduction in non-pay costs and additional project income totalling £0.525m.
- 3.6.4 The Legal Service is reporting an underspend of £0.033m at Month 8, which is an improved position of £0.071m to that shown at Quarter 2. This is due to the Registrars Service income increasing to pre-pandemic levels, staffing vacancies and increased levels of underspends on non-pay mainly within the Civic and Political Support budget. There is however a remaining pressure in Legal Services due to reduced traded income with schools.
- 3.6.5 The Chief Executive division is reporting an underspend of £0.208m (£0.098m at Quarter 2). This mostly relates to increased income (£0.098m) and an underspend on the Coroners budget based on the recent forecast from Rochdale MBC (£0.110m).

-
- 3.6.6 Chief Executive Management and the Executive Office are reporting a combined underspend of £0.060m at Month 8, compared to £0.38m at Quarter 2.

Achievement of Budget Reductions

- 3.6.7 The approved budget reductions of £0.523m, are expected to be fully achieved in the financial year.
- 3.6.8 The use of reserves of £5.466m, with £5.336m being applied within the Finance Service relates primarily to the payment of grants to businesses from the Additional Restrictions Grant regime with funding having been received from Government in 2020/21 but spent in this year (see paragraph 4.14).

3.7 Capital, Treasury and Corporate Accounting

- 3.7.1 The following table shows the forecast position of a favourable variance of £5.394m, a reduction of £0.055m compared to the £5.449m reported at Quarter 2.

Table 9 – Capital, Treasury and Corporate Accounting – Forecast Outturn

	Revised Budget £000	Forecast £000	Use of Reserves £000	Variance £000
Capital, Treasury and Corporate Accounting	27,443	13,337	8,712	(5,394)
Total Forecast Net Expenditure	27,443	13,337	8,712	(5,394)

Summary

- 3.7.2 The Portfolio includes the budgets associated with the Council's Treasury Management activities including interest payable on borrowing and interest receivable on investments.
- 3.7.3 A favourable variance of £5.394m is due to projected additional income being received with regard to external investments, a larger than budgeted benefit generated as a result of the pre-payment of pension contributions and other non-pay variances including reduced capital financing charges. This is offset by an adverse variance with regard to the Annual Leave Purchase Scheme.
- 3.7.4 The Housing Benefit service is not anticipating a variance at this stage in the financial year, however the continued transfer of benefits claimants onto universal credit, and the longer-term impacts of COVID may have an impact, but this will not be known until the interim benefits claim is produced and agreed. Any change to this forecast will be reported to Members at Quarter 3.
- 3.7.5 There is a net transfer to reserves of £8.712m. It is proposed as a result of a recent review of provisions, that £5.665m be released to reserves. This will further boost resilience and potentially assist with the 2022/23 budget setting process. In addition, it is anticipated that resources will be returned from partner organisations, as happened at the end of 2020/21, and these will also be transferred to reserves at year end.

3.8 Unringfenced COVID Funding

- 3.8.1 As outlined at paragraph 2.2, the Council has received £7.737m of unringfenced Government grant to provide the Council with financial support in 2021/22 to address the additional costs associated with COVID. This is being used to offset pressures being experienced across all Portfolio areas. In addition, £0.352m of unringfenced grant support is anticipated, providing compensation for lost Sales, Fees and Charges income. The total sum of £8.089m will be utilised in full by the year end, with no further funding currently anticipated.

3.9 Additional Section 31 Grant to Compensate for a Collection Fund Deficit

- 3.9.1 Members will be aware that the Government introduced the extension of Business Rate Reliefs for Retail, Leisure, Hospitality and Nursery businesses after the Council had set its 2021/22 budget (just as it had in 2020/21). As such, an unringfenced grant will be received by the Council in 2021/22 to compensate for the Business Rates that businesses will not have to pay. The final amount will not be known until the financial year ends and the estimate has fluctuated. The current expectation is an estimated total of £8.888m (£9.798m at Quarter 2).
- 3.9.2 Due to the accounting requirements for Business Rates income, the £8.888m will be carried forward as a reserve at the end of 2021/22 and will be used at budget setting for 2022/23 to balance a deficit of a corresponding amount in the Collection Fund.

4 Other Grants/Contributions Received by the Council

- 4.1 Members will recall that in addition to the COVID un-ringfenced grant highlighted in the report the Government has also provided and/ or notified the Council of a range of ringfenced grants. In this financial year, the Council is able to utilise grants brought forward from 2020/21 as well as those notified in year.
- 4.2 During 2020/21 the Council received nineteen COVID specific grants totalling £21.838m and at the end of the financial year, £7.951m of this had not been spent and was included within the Council's reserves. These resources are therefore available in 2021/22 and it is expected that all of the £7.951m will be spent in full during this financial year. The highest value grants brought forward are:

- Contain Outbreak Management Fund - £5.341m
- Local Authority Test and Trace Service Support Payments - £0.851m
- Funding for Local Authorities for Support the Clinically Extremely Vulnerable Individuals - £0.541m

The use of these grants is reflected in the transfers from reserves

- 4.3 In this financial year the Council has so far been notified of seventeen ringfenced grants with a total value of £16.245m specifically to deal with the ongoing response to the pandemic. The main addition since Quarter 2 is a second round of the Workforce Recruitment and Retention Fund (within Adult Social Care) with a value of £1.403m. The three new grants which have been received are as follows:

- Targeted Community Testing Funding - £0.295m
- New Burdens 4 Restart and Additional Restrictions - £0.100m

-
- New Burdens 5 Post Payment Assurance Reconciliation and Debt Recovery- £0.037m

Whilst the ringfenced grants are included in the budget, the increased income is offset by matched expenditure within the relevant service area, and so does not increase the net revenue budget. The anticipated refunds of £0.275m across the Round 1 (£0.222m) and Round 2 (£0.025m) allocations of the Infection Control and Rapid Testing Fund will reduce the grants applied to £15.970m.

- 4.4 Furthermore a range of grants totalling £4.047m has been received on behalf of schools. Once again, the grants are included in the budget and offset by matched expenditure as the allocations are passported in full to schools.
- 4.5 In addition £0.183m has been received from the Greater Manchester Combined Authority (GMCA) for the GM Self Isolation pathway initiative.
- 4.6 The Council has, and continues to receive contributions from the NHS via Oldham CCG (as prescribed in NHS Guidance) to support Adult Social Care provision including hospital discharges to a social care setting. As outlined earlier in the report, it has been confirmed that the scheme will now be extended to 31 March 2021, with care being funded for 4 weeks upon discharge. The amount claimed to the 30 November 2021 was £1.382m.
- 4.7 A full list of the COVID grants and contributions with a grand total of £21.858m, is attached at Appendix 2.

Grant Support for Businesses – Restart Grants

- 4.8 Restart Grants became available from 1 April 2021 to support businesses that were forced to close during national lockdown to help them reopen safely as COVID restrictions were lifted. In this regard, on 6 April the Government paid the Council £10.542m to administer mandatory Restart Grants and the Oldham scheme went live on that day.
- 4.9 The Council received applications for the grants from 1 April 2021 to 30 June 2021 and therefore the grant regime is now closed. However, grants payable to businesses were calculated as follows:

Non-essential Retail Businesses

- Businesses with a rateable value of £15,000 or under received grants of £2,667
- Businesses with a rateable value of over £15,000 and less than £51,000 received grants of £4,000
- Businesses with a rateable value of £51,000 or over received grants of £6,000

Hospitality, leisure, accommodation, personal care, gym and sports businesses

- Businesses with a rateable value of £15,000 or under received grants of £8,000
- Businesses with a rateable value of over £15,000 and less than £51,000 received grants of £12,000
- Businesses with a rateable value of £51,000 or over received grants of £18,000

- 4.10 As there was no discretion in the level of grant payment the Council was acting as an agent of the Government and therefore the expenditure is reflected in the Council's Balance Sheet rather than in the General Fund. There is therefore no budget adjustment in respect of Restart Grants.

-
- 4.11 As advised above, the final date for applications for these grants was 30 June 2021 and the final date for payment was 31 July 2021. Of the £10.542m the Council received to support such payments, at 31 July 2021 it had paid 1,417 grants totalling £9.703m, thus £0.839m remained unspent. The final reconciliation has now been made and the £0.839m has been returned to Government.

Grant Support for Businesses - Local Restrictions Support Grant (LRSG) and Additional Restrictions Grant (ARG)

- 4.12 Members will recall that during 2020/21 the Council received £28.417m of Local Restrictions Support Grant. Most LRSG payments were made during 2020/21 but at the end of March 2021, there was still the opportunity to apply for one tranche of LRSG. The final date for applications for the last round of LRSG was 30 April 2021 and the final payment date was 30 June 2021. At the end of 2020/21 £19.556m had been spent, with a final total of £20.092m at the end of June 2021. In total therefore, £8.325m of grant remained unspent and has been returned to Government. Every effort was made to issue grants to all qualifying businesses.
- 4.13 The Council acted as an agent of the Government for most of these grants and hence they were transacted through the Council's Balance Sheet rather than the revenue budget.
- 4.14 Members will also recall that the Council received £7.123m in Additional Restrictions Support Grant during 2020/21. This is a discretionary grant scheme and the Council can determine the awarding of the grant. This therefore impacts on the budget of the Council. At the end of 2020/21 £3.076m had been paid with £4.047m held in a reserve. The full £4.047m has been spent in the period to 30 June 2021 and £4.047m of reserves has been called into the revenue account (within the Finance Service). A further tranche of ARG of £1.214m was received in July, bringing the total received across the two financial years to £8.337m and the budget has been increased to reflect the receipt of the grant. The grant has to be spent by 31 March 2022. To date, almost 96% of this funding has been allocated to businesses across Oldham leaving an outstanding balance of £0.349m. This will be spent before the year end. As advised below, a further round of ARG was announced on 21 December 2021.

Support for Business – COVID-19 Additional Relief Funding (CARF - £4.204m)

- 4.15 On 25 March 2021, the Government announced a new COVID-19 Additional Relief Fund (CARF) with £1.5 billion available nationally to support this scheme. This was to enable Local Authorities to provide Business Rate relief to businesses other than those already receiving such relief (retail, leisure, hospitality and nursery businesses). However, it wasn't until 15 December 2021 that the detail of the CARF was announced with guidance being issued relating to the eligibility and administration of the grant regime. The guidance advises that the fund is available to support those businesses affected by the pandemic but ineligible for existing Business Rates support. The Council has been allocated £4.204m based upon a methodology which uses the estimated rateable value in each local authority rating list (which falls within the scope of the fund), weighted for the Gross Value Added (GVA) impact of COVID per sector. This grant will be used to offset the Collection Fund deficit of £4.204m that this will cause in 2021/22 given the reduction in the value of Business Rates that will need to be collected. This will need to be addressed in the 2022/23 budget process.

-
- 4.16 The Government is using discretionary relief powers under Section 47 of the Local Government Finance Act 1988 in relation to the CARF. It is therefore for the Council and other billing authorities to adopt a local scheme and determine in each individual case whether, having regard to the guidance and their own local scheme, Business Rate relief will be granted under Section 47 powers. The discretionary scheme has now been prepared and was approved by Cabinet at its meeting on 24 January 2022. The Council is now receiving applications for the reliefs and will award the reliefs to qualifying businesses as quickly as possible, seeking to maximise the grant funding to the benefit of Oldham businesses.

Grant Support for Businesses most Impacted by the Omicron Variant

- 4.17 On 21 December the Chancellor announced a new round of grants for businesses experiencing difficulties because of the Omicron variant of COVID and the dual impact of staff absences and lower consumer demand. These grants consist of a mandatory scheme (Omicron Hospitality and Leisure Grants) and a discretionary scheme (a further round of Additional Restrictions Grant)

a) Omicron Hospitality and Leisure Grants

- 4.18 This scheme is to provide support to hospitality, leisure and accommodation businesses. The grant round is open from 30 December 2021 to 16 March 2022, with final payments being made by 31 March 2022. Qualifying businesses have to be included on the rating list and be trading on 30 December 2021. The primary principle is to support businesses that provide in-person services, where the main service takes place in fixed Business Rate paying premises. For the purposes of the grant scheme:

- A hospitality business is one whose main function is to provide a venue for the consumption and sale of food and drink.
- A leisure business can be defined as a business that provides opportunities, experiences and facilities, in particular for culture, recreation, entertainment, celebratory events and days and nights out.
- An accommodation business can be defined as a business whose main lodging provision is used for holiday, travel or other purposes.

- 4.19 In total £683m has been made available nationally to support this scheme. Grants are per premises and the amount paid is varied by the rateable value of each eligible establishment in three Rateable Value bands as follows:

- £0 to £15,000 - £2,700
- £15,000 to £51,000 - £4,000
- £51,000 and above - £6,000

- 4.20 The Council has been notified of an initial grant allocation of £1.398m. This represents 90% of the overall grant meaning the maximum grant award for the Council will be £1.553m. The Council has launched the scheme and is now processing grant payments.

b) Additional Restrictions Grant

- 4.21 In addition, there is £102m being made available nationally to top-up the Additional Restrictions Grant with a further discretionary scheme. The Government has advised that this should be aimed at businesses impacted by COVID that may not be eligible for an

Omicron Hospitality and Leisure grant, but given the discretionary nature of the scheme there is the opportunity to have regard to local circumstances. The Council has received a grant funding allocation of £0.306m and has prepared a local scheme. It is now administering applications for grant support.

5 Schools

5.1 The Council's expenditure on schools is funded primarily by grant provided by the Department for Education, the Dedicated Schools Grant (DSG). DSG is ring-fenced and can only be applied to meet expenditure properly included in the Schools' Budget, as defined in the School Finance (England) Regulations 2020. The Schools' Budget includes elements for a range of educational services provided on an Authority wide basis and for the Individual Schools Budget which is divided into a budget share for each maintained school.

5.2 Members will recall the DSG is made up of 4 blocks of funding as follows:

- Schools
- High Needs
- Early Years
- Central Schools Services

5.3 Members will also recall that there is considerable pressure on the DSG, particularly in the High Needs block. The pressure in the High Needs area is historically due to expenditure exceeding the High Needs budget available each year with key contributors being the:

- Increasing high needs population, such as special school places, resourced provision and post 16 Further Education provision.
- Increasing number of Education Health Care Plans requiring high needs top up funding within mainstream schools
- Cost of providing local Pupil Referral Unit capacity to ensure that the Local Authority fulfils its statutory role.
- High cost of external placements

The Schools Forum has historically agreed transfers between Schools Block and High Needs Blocks and a further 0.5% has been agreed for the current financial year (£1.049m).

5.4 With the continued support from the Schools Block, the High Needs Block has an in-year surplus of £1.339m. This contributes to a cumulative deficit forecast of £14.358m as at 31 March 2022. The deficit is offset by cumulative virements and savings from the Schools and Early Years Blocks to leave a net deficit of £3.029m (as illustrated in the table below).

Table 10 – DSG and High Needs Block

DSG Key Issues	£000
Original Budget Allocation including adjustment for imports/exports	44,630
Contribution from Schools Block (Schools Forum approval)	1,049
Adjustment for imports/exports	(79)
2021/22 Total Budget Available	45,600
Estimated Expenditure	(44,261)
Projected in Year Surplus	1,339
Deficit Brought Forward 01/04/2021	(15,697)
Cumulative Deficit	(14,358)
Offset by;	
Virement from Schools Block- 2016/17 to 2020/21	7,247
Savings in Schools and Early Years Block- 2015/16 to 2021/22	4,082
Projected Deficit 31/03/2022	(3,029)

Overall DSG Position and Recovery Plan

- 5.5 There is a requirement that the DSG is brought back into balance and a DSG Financial Recovery Plan was submitted to the Department for Education in 2019. As previously reported to Members, the financial elements of the Recovery Plan have been continuously updated to take account of estimated additional cost pressures, formal notification of additional funding and the agreed funding methodology for 2021/22 (including the 0.5% transfer of DSG funding between the Schools and the High Needs Funding Blocks for 2021/22) that was approved by Cabinet on 14 December 2020.
- 5.6 A further report was presented to Schools Forum on 17 November 2021 providing an update in relation to the DSG. The DSG Recovery Plan was updated accordingly to take account of the most recent funding announcements, the latest expenditure predictions, and their impact on the projections from the current financial year through to 2023/24. The plan was modelled to incorporate an indicative 0.5% transfer between the Schools Block and the High Needs Block, at an estimated value of £1.124m. The transfer, together with the increased funding anticipated for 2022/23, the impact of the planned actions to address new operating arrangements to generate efficiencies and revised cost estimates, at that point, produced a forecast whereby the DSG should be brought into a position with an estimated surplus of £0.844m at the end of 2023/24.
- 5.7 As outlined above, the Recovery Plan presented to the Schools Forum meeting on 17 November 2021 incorporated a 0.5% indicative transfer between the Schools and High Needs Block. As the decision to approve any transfer up to a maximum of 0.5% had to be approved by Schools Forum in the first instance, it required consultation with Schools. Consultation documents were therefore issued to all schools on 18 October 2021, the consultation ran to 12 November 2021 and the outcome was presented to the Schools Forum on 17 November.
- 5.8 The Government's Spending Review announced that there would be £1.6bn in additional funding for 2022/23 school budgets, on top of the year-on-year increase already

confirmed. The additional funding is for schools and High Needs, of which £300m is for the increased National Insurance (NI) Health & Social Care levy to cover schools additional NI contributions, as well as all other cost pressures including demographics, inflation, teachers minimum salary and pay inflation. It will be allocated as a separate grant in 2022/23 and then rolled into the National Funding Formula (NFF) from 2023/24. The grant will be allocated to schools as per the NFF formula distribution as if it was part of National Funding Formula from April 2022 for Academies and Maintained schools and to Local Authorities for the High Needs block and is follows:

- £3.1bn for 2023/24 – a further £1.5bn on top of the £1.6bn for 2022/23
- £4.7bn for 2024/45 – a further £1.6bn on top of the cumulative £3.1bn at 2023/24

- 5.9 Without knowing the exact benefit of this new funding for Oldham, the Schools Forum members at the meeting on 17 November approved a transfer of up to a maximum of 0.5% between the Schools and the High Needs Blocks subject to the receipt of the detailed additional funding information for 2022/23 (arising from the Spending Review announcement) which would determine if the transfer was still required. The principle of the transfer was subsequently ratified by Cabinet at its meeting on 13 December 2021.
- 5.10 Following confirmation of the Authority's funding allocation on 16 December 2021, the DSG Recovery Plan has been remodelled. The allocations together with the latest estimates, now excluding the provisionally approved 0.5% transfer show a deficit of £3.029m in 2021/22 which reduces to £0.113m in 2022/23 and reverses to deliver a surplus of £2.522m in 2023/24, as illustrated in the table below. The Recovery Plan also includes the additional 2022/23 High Needs allocation that was initially announced in the autumn 2021 spending review and subsequently confirmed (on 16 December 2021) as being £1.756m for Oldham. This funding will continue in 2023/24. The updated position was reported to the Schools Forum on 19 January 2022, together with a recommendation that the transfer 0.5% between the Schools and High Needs Blocks was not required in 2022/23. Schools Forum accepted the recommended approach to the DSG budget for 2022/23.

Table 11 - Overall DSG Position

	2021/22 £000	2022/23 £000	2023/24 £000
Opening Balance - Surplus/(Deficit)	(3,560)	(3,029)	(113)
Movements per original plan	5,081	0	0
Revised Forecast Variance	1,521	(3,029)	(113)
Estimated Additional (Pressures)/ Savings	(4,550)	2,284	879
Additional High Needs Funding per the announcement	0	1,756	1,756
Reverse Indicative Transfer		(1,124)	
Revised Net Forecast (Deficit)/Surplus	(3,029)	(113)	2,522
Previously Reported Net Forecast (Deficit)/Surplus (Nov 21)	(3,731)	(382)	844

- 5.11 Regulations introduced in 2020 mean that there will no longer be an automatic 1% trigger for the production of a DSG deficit recovery plan, instead the Department for Education (DfE) via the Education Skills Funding Agency (ESFA) will focus on those authorities requiring help through a more measured and targeted approach. As such, Council representatives held an initial informal liaison meeting with the Department on 20 May 2021 and it was agreed the DSG Management Plan would be submitted to the Department, using the DfE Management Tool, in advance of a review meeting arranged for 9 November 2021. The meeting was very positive and the DfE/ESFA is supportive of the Council's action in relation to the DSG deficit recovery. Clearly, in view of the most recent projected position, the DfE is likely to be satisfied with the DSG position given the projected movement to a surplus in 2023/24.

6 Housing Revenue Account (HRA)

- 6.1 The current HRA position is presented in Table 12 and compares the initially approved HRA position to the current estimated outturn. The actual closing balance for 2020/21 at £21.370m was £1.756m better than the final estimate of £19.614m. The original HRA forecast was for a planned in-year decrease in balances of £2.151m, mainly to support housing related expenditure in the Capital Programme.
- 6.2 The current forecast is for an in-year surplus of £0.921m (£0.481m at Quarter 2); a net favourable movement of £3.072m. The variance is attributable to the reprofiling of several capital projects as part of the Annual Review of the capital programme. The projected year end HRA balance is £22.291m.

Table 12 - Housing Revenue Account Forecast Position

HRA Income & Expenditure Account	Original Budget £000	Latest Forecast £000	Variance to Budget £000
HRA Balances Brought forward	(19,614)	(21,370)	(1,756)
Deficit on HRA Services	2,151	(921)	(3,072)
HRA Balances Carried Forward	(17,463)	(22,291)	(4,828)

7 Collection Fund

- 7.1 The tables below show the forecast outturn position for the Collection Fund (the ringfenced account within which Council Tax and Business Rates [NDR] are managed) and the forecast position in relation to the share of balances.

Table 13 - Collection Fund Forecast Position

Collection Fund Balance	Council Tax £000	NDR £000	Total £000
Residual Balance brought forward after 2020/21 exceptional balance adjustment	168	329	497
Deficit for the current year	1,613	10,049	11,662
Net (Surplus)/Deficit Carried Forward	1,781	10,378	12,159

Table 14 - Collection Fund – 2021/22 Share of Balances; Forecast Position

Collection Fund Balance	Council Tax £000	NDR £000	Total £000
Share - Oldham Council	1,511	10,274	11,785
Share – Greater Manchester Combined Authority Mayoral Police and Crime Commissioner	188	-	188
Share – Greater Manchester Combined Authority Mayoral General Precept (including Fire Services)	82	104	186
Total (Surplus)/Deficit	1,781	10,378	12,159

- 7.2 The relationship between the Collection Fund and the Councils General Fund is complex and needs to be considered over multiple financial years. Each year the surplus/deficit for both Council Tax and NDR is estimated in January preceding the year end. This estimate is either distributed to or recouped from preceptors in the following financial year. Any variance from the estimate at outturn is carried forward in the Collection Fund balance. This provides an element of stability for preceptors.
- 7.3 Council Tax and Business Rates remain a significant source of funding for Council services. However, these areas can be volatile, particularly for the 2021/22 financial year with the impact of COVID, as such the financial position of the Collection Fund is under constant review. It is apparent that it is not only reduced collection rates that are affecting the Council's Collection Fund balances but also the increased amount of reliefs given thus reducing the overall tax base. This has been most evident in relation to Council Tax with an increased number of individuals becoming eligible for the Council Tax Reduction Scheme.
- 7.4 The Greater Manchester 100% Business Rates Retention Pilot has continued into 2021/22. Given the impact of the pandemic, at this stage in the financial year it is unclear if there will be any financial benefits arising from the pilot scheme. The position will be kept under review.
- 7.5 As highlighted in Tables 13 and 14, current year end Collection Fund projections are showing an overall deficit of £12.159m with the Council's allocation being £11.785m. Grant received in lieu of Business Rates relating to the provision of Extended Retail Relief for Retail, Leisure, Hospitality and Nursery businesses and the COVID-19 Additional Relief Fund (CARF) Scheme will be carried forward into 2022/23 to offset the Business Rates deficit. Current estimates are that these Grants will total £13.092m. This will allow a £1.307m surplus to be used to support the 2022/23 budget. It should be noted that the treatment of the CARF scheme has changed from that initially envisaged. On the advice of the Chartered Institute of Public Finance and Accountancy (CIPFA), it now matches that of the Extended Retail Relief scheme.
- 7.6 The Collection Fund has consistently been a particularly volatile area to forecast with many unknowns. Therefore, this area will be closely monitored over the forthcoming months. Collection Fund deficits have to be addressed and this may impact on the Councils budget in future years. However, surpluses can be used to support the budget. The anticipated financial impact in 2022/23 and future years has been considered within the 2022/23 Revenue Budget and Medium-Term Financial Strategy.

8 Use of Reserves

- 8.1 Members will recall that at the Council budget meeting of 4 March 2021, it was agreed that Earmarked Reserves of £42.286m be used to support the 2020/21 budget. Of the Earmarked Reserves to be used, £15.703m were to be met from the specific balancing budget reserve, £0.127m related to a budget reduction which was agreed to be funded from the District Partnership Reserve and £1.000m from a reserve created from anticipated Local Income Tax Guarantee grant. A further £25.456m of reserves were to be used in 2021/22 as a result of Business Rates compensation funding received in 2020/21 and held in reserve to support the Collection Fund Deficit in 2021/22. Since the Budget Council meeting and as part of the closure of accounts, the completion of the NDR3 Government return determined that the Business Rate compensation related Collection Fund Deficit for 2021/22 would be revised downwards to £25.182m and this is the amount that was transferred to reserve at the end of the financial year. This resulted in the total call on reserves to support the revenue budget in 2021/22 of £42.012m.
- 8.2 As outlined at section 2.3 (b) and 3.9, £13.092m is to be transferred to reserves. This is additional Section 31 Grant Funding paid to the Council's General Fund in 2021/22 to compensate for Business Rates reliefs, and, having been transferred to reserves will be released to reimburse the corresponding element of the Collection Fund deficit in 2022/23. This grant funding position will be revised during the year as Business Rate Reliefs are awarded. It will therefore undoubtedly change.
- 8.3 In addition to the above transfer to reserves, the Month 8 position incorporates Portfolio requests to use reserves with a total (net) value of £8.710m (most of which are COVID related), therefore the total net in-year planned reserves position is a transfer to reserves at Month 8 of £4.382m and the budget as a whole relies upon the net application of £37.630m of reserves.
- 8.4 The levels of Reserves after the planned use and creation of Earmarked and Revenue Grant Reserves at Month 8 is summarised below. Including the transfers to reserves, the opening earmarked reserves balance of £113.513m is now projected to reduce to £89.773m at the year end and Revenue Grants Reserves are projected to reduce to £6.255m; reserves available are therefore projected to total £96.028m.
- 8.5 In line with the Council's reserves policy, the recommended use of reserves to fund spend during the year have been initially approved by the appropriate officers prior to consideration by Cabinet. However, as there is a need to minimise the use of reserves in order to support the financial resilience of the Council, only those reserves supporting essential business will be utilised this year.

	Earmarked Reserves £000	Revenue Grant Reserves £000	Total Reserves £000
Opening Balance as at 1 April 2021	(113,513)	(20,145)	(133,658)
Reserves applied to balance the Budget	16,830	-	16,830
Collection Fund Deficit – Business Rates relief	25,182	-	25,182
In Year Balance	(71,501)	(20,145)	(91,646)
Portfolio Transfers from Reserve			
People and Place	2,005	224	2,228
Community Health and Adult Social Care	234	-	234
Children's Services	139	1,644	1,783
Communities and Reform	1,032	7,601	8,633
Chief Executive	317	5,149	5,466
Capital, Treasury and Corporate Accounting	-	-	-
Total Portfolio Transfers from Reserve	3,727	14,617	18,344
Portfolio Transfers to Reserves			
People and Place	(95)	-	(95)
Children's Services	-	(727)	(727)
Communities and Reform	(100)	-	(100)
Capital, Treasury and Corporate Accounting	(8,712)		(8,712)
Total Portfolio Transfers to Reserve	(8,907)	(727)	(9,634)
Total Portfolio Use of Reserves	(5,180)	13,890	8,710
Additional Section 31 Grant to compensate for a Collection Fund deficit	(13,092)	-	(13,092)
Total net in-year planned use of reserves	(18,272)	13,890	(4,382)
Closing Balance as at Month 8	(89,773)	(6,255)	(96,028)

- 8.6 The availability of reserves is a demonstration of the financial resilience of the Council and as such the reserves must be carefully managed. However, the use of reserves is also a means by which the Council can support the 2022/23 and future years budget setting processes and Medium-Term Financial Strategy. Members will therefore recall that £12.297m of reserves was initially committed to support the 2022/23 budget process.

9 Flexible Use of Capital Receipts

- 9.1 Members will recall that at the Council meeting of 4 March 2021, it was approved that up to £2.000m of capital receipts would be used to underpin the revenue budget in line with the flexibilities agreed by Secretary of State for Housing, Communities and Local Government in March 2016.
- 9.2 A number of schemes in support of the transformation programme were identified which met the qualifying expenditure requirements as detailed within the statutory guidance issued by the Government. As capital receipts in excess of £2.000m have now been generated in this financial year, this funding requirement has been met in full and there will be no variance in this regard.

10 Conclusion

- 10.1 The current projected position, after adjustment for reserves and receipt of additional Government funding to support COVID pressures, is showing an improved underspend of £2.672m, within which provision has now been made for all the COVID related funding that the Authority is expecting to receive.
- 10.2 There remains a high degree of estimation in relation to the impact of COVID. The forecasting of the likely impact of the pandemic on the Council's budget is based on both the actual expenditure and the income loss recorded to date but also relies on a series of assumptions. The position is both unpredictable and constantly changing and the final, month 9 report will advise of any further progress of the mitigating factors and management actions that have been taken to control and reduce the forecast deficit.
- 10.3 The reserves position is important in the context of financial resilience. Whilst the year started with healthy balances of earmarked reserves (£113.512m) and Revenue Grants Reserves (£20.145m), as advised in the report, before any offsetting transfers and technical adjustments to compensate for the Collection Fund deficit, earmarked reserves of £45.739m and Revenue Grant reserves of £14.617m (mostly COVID related) have already been called into support the 2021/22 budget. It is important to minimise the use of reserves in year to maintain financial resilience.

FINANCING OF THE 2021/22 BUDGET AT MONTH 8	Original Budget	Additions to Quarter 2	Additions to Month 8	Revised Budget
	£'000	£'000	£'000	£'000
Net Expenditure Budget	(254,179)			(254,179)
Financed by:				
Business Rates Top-up Grant	(41,748)			(41,748)
Public Health Business Rates Top-up		(164)		(164)
Improved Better Care Fund Grant	(10,859)			(10,859)
Grants in Lieu of Business Rates	(10,843)	(5)		(10,848)
2021/22 Social Care Support Grant	(8,947)			(8,947)
COVID-19 Grant	(7,737)			(7,737)
COVID - Additional Restrictions Grant (ARG)		(1,214)		(1,214)
Local Council Tax Support Grant	(3,183)			(3,183)
Independent Living Fund (ILF) Grant	(2,580)			(2,580)
Housing Benefit & Council Tax Administration Grant	(1,178)	(11)		(1,189)
Opportunity Area Funding - Round 5		(1,339)		(1,339)
Early Identification of Autism Grant		(300)		(300)
Domestic Abuse Safe Accommodation Funding	(578)			(578)
Lower Tier Services Support Grant	(407)			(407)
New Homes Bonus Grant	(171)			(171)
New Burdens Grant		(229)		(229)
Capital grants		(610)	(1,892)	(2,502)
School Improvement Monitoring and Brokerage Grant		(108)	(134)	(242)
Additional New Burdens in Welfare Reform		(94)		(94)
Verify Earnings and Pension Service		(24)		(24)
Levelling Up Fund - Capacity Funding Grant		(125)		(125)
Local Authority New Burdens - Allergen Labelling		(6)		(6)
Section 31 grant for Collection Fund Deficit (to be transferred to Reserves)		(9,798)	(3,294)	(13,092)
Total Government Grant Funding	(88,231)	(14,028)	(5,320)	(107,579)
Council Tax Income - General	(88,329)			(88,329)
Council Tax Income - Adult Social Care Precept	(10,523)			(10,523)
Collection Fund Deficit	25,809	(274)		25,535
Use of Reserves to offset Collection Fund Deficit	(25,456)	274		(25,182)
Retained Business Rates	(50,619)	(547)		(51,166)
Total Locally Generated Income	(149,118)	(547)	0	(149,665)
Total Grant and Income	(237,349)	(14,575)	(5,320)	(257,244)
Balance to be addressed by Use of Reserves	(16,830)			(16,830)
Total Financing	(254,179)	(14,575)	(5,320)	(274,074)

Ringfenced COVID Funding 2021/22	Appendix 2
Grant	Awarded 2021/22 £
Grants- Council:	
Reopening the High Street Safely Fund (RHSSF)/Welcome Back Fund	(210,418)
Contain Outbreak Management Fund	(1,996,711)
Test and Trace Support Payments	
- Mandatory payments	(478,750)
- Discretionary payments	(152,750)
- Administration	(80,488)
Covid Winter Grant Scheme	(338,848)
Covid Local Support Grant	(1,146,693)
Household Support Fund Grant	(2,419,369)
Self-isolation Practical Support Payment	(490,982)
Elections Grant	(98,498)
Holiday Activity Funding Grant	(1,566,220)
Prevention and Promotion Fund for Better Mental Health	(323,137)
Infection Control Fund (Quarter 1)	(878,214)
Infection Control Fund (Quarter 2)	(614,131)
Infection Control Fund (Quarter 3)	(1,019,076)
COVID Rapid Flow Testing (Quarter 1)	(640,337)
COVID Rapid Flow Testing (Quarter 2)	(478,160)
COVID Rapid Flow Testing (Quarter 3)	(553,861)
COVID Vaccine (Quarter 3)	(118,170)
COVID - Next Steps Accommodation Programme (NCAP)	(45,533)
Workforce Recruitment and Retention Fund Round 1 (Adult Social Care)	(759,927)
Workforce Recruitment and Retention Fund Round 2	(1,402,943)
Targeted Community Testing Funding (TCT)	(295,234)
New Burdens 4 Restart & Additional Restrictions	(100,100)
New Burdens 5 Post Payment Assurance Reconciliation and Debt Recovery	(36,900)
Sub Total	(16,245,450)
Grants- Schools:	
Workforce Fund	(6,120)
Catch-up Premium Payment	(717,860)
National Testing Programme	(109,570)
Recovery Premium	(1,526,264)
School-led Tutoring Grant Allocations academic year 2021 to 2022	(1,486,423)
Free School Meals Additional Costs	(141,421)
Summer School	(59,677)
Sub Total	(4,047,335)
Other funding:	
GM Self Isolation Pathway	(183,035)
Hospital Discharge Fund (Claimed to 30 November 2021)	(1,381,719)
Sub Total	(1,564,754)
Total	(21,857,539)

Summary of 2021/22 Approved Budget Reductions and deliverability					Appendix 3	
Reference	Approved Budget Reductions	2021/22				
		Approved Budget Reduction £000	RAG Rating Green - on track and will be delivered Amber - off track but measures in place to recover the position Amber/Red - off track and will only be delivered part of saving Red - off track and will not deliver	Deliverable £000	Shortfall £000	
CSA-BR1-423	Maximising independence through alternative models of care	(1,500)	Amber/Red*	(1,500)	0	
CSA-BR1-424	CHASC Workforce Reduction	(100)	Green	(100)	0	
CSA-BR1-425	Out of Hours Call Centre Support for Community Health Services	(20)	Red*	(20)	0	
CSA-BR1-426	Carers Personal Budgets	(100)	Green	(100)	0	
CSA-BR1-427	Brokerage	(250)	Green	(250)	0	
CSA-BR1-429	KeyRing	(50)	Green	(50)	0	
CSA-BR1-430	Achieving Better Outcomes: Supported Living & Learning Disabilities	(288)	Red*	(288)	0	
CSA-BR1-431	Wellbeing Service	(70)	Green	(70)	0	
CSA-BR1-433	Adult Social Care Sheltered Housing	(100)	Green	(100)	0	
CSA-BR1-434	Adult Social Care Prevention and Early Intervention Service	(200)	Green	(200)	0	
CSA-BR1-436	To cease the funding of the Men in Sheds service	(51)	Green	(51)	0	
Directorate : Community Health & Adult Social Care		(2,729)		(2,729)	0	
REF-BR1-422	Sport Development	(13)	Green	(13)	0	
REF-BR1-428	School Swimming	(11)	Green	(11)	0	
REF-BR1-416	Districts Realignment	(136)	Green	(136)	0	
REF-BR1-418	Reduction in Members Ward Budgets	(60)	Green	(60)	0	
REF-BR1-432	Review of Elected Member Reserves	(127)	Green	(127)	0	
REF-BR1-438	HR Staffing Review	(120)	Green	(120)	0	
REF-BR1-413	Gallery Oldham	(22)	Green	(22)	0	
REF-BR1-415	Mahdlo Funding Reduction	(100)	Green	(100)	0	
REF-BR1-417	Youth Service Kerching	(37)	Green	(37)	0	
Directorate : Communities and Reform		(626)		(626)	0	
CHS-BR1-442	Early Help Staffing Efficiencies	(40)	Green	(40)	0	
CHS-BR1-443	External Placements Cost Avoidance	(500)	Green	(500)	0	
CHS-BR1-440	Quality and Effectiveness Support Team - Service Efficiency / Review	(192)	Green	(192)	0	
CHS-BR1-441	Special Educational Needs & Disability (SEND) Education Provision	(114)	Green	(114)	0	
CHS-BR1-437	Reduction in Traineeship Programme	(65)	Green	(65)	0	
Directorate : Childrens Services		(911)		(911)	0	
CEX-BR1-410	Corporate Priorities - CEX	(27)	Green	(27)	0	
CEX-BR1-420	Legal Staff Reductions & Reduction of post in Democratic Services	(90)	Green	(90)	0	
CEX-BR1-447	Registrars Service Restructure	(17)	Green	(17)	0	
COM-BR1-412	Financial Services Redesign	(389)	Green	(389)	0	
Directorate : Chief Executive		(523)		(523)	0.0	
PPL-BR1-401	Creating a Better Place - Projects & Assets	(1,541)	Green/Amber/Red*	(1,143)	398	
PPL-BR1-402	Creating a Better Place - Service Review	(300)	Green	(300)	0	
PPL-BR1-403	Digital Mail	(24)	Green	(24)	0	
PPL-BR1-404	Printing Reduction - Digital Platform Roll Out	(20)	Green	(20)	0	
PPL-BR1-406	Review of Street Lighting Contract	(150)	Green	(150)	0	
PPL-BR1-407	Transfer of client officer to Unity	(40)	Green	(40)	0	
PPL-BR1-408	To re-align grounds maintenance to support core service functions and reduce the traded offer	(150)	Green	(150)	0	
PPL-BR1-409	Restructure of Neighbourhood Enforcement Team	(100)	Green	(100)	0	
PPL-BR1-421	Transformation of the Contact Centre	(120)	Green	(120)	0	
PPL-BR1-439	Internal Efficiency Initiatives (Unity Partnership)	(780)	Green	(780)	0	
Directorate : People and Place		(3,225)		(2,827)	398	
COM-BR1-411	Procurement Staffing Reduction	(101)	Red	0.0	101	
Directorate : Commissioning		(101)		0.0	101	
CRC-BR1-448	Voluntary Redundancies	(805)	Green	(805)	0.0	
Directorate : Cross Cutting		(805)		(805)	0	
Grand Total		(8,920)		(8,421)	499	
Red* - these Budget Reductions will be met by an alternative means in 2021/22					29	
Amber/Red* - Amber elements being closely monitored in year - elements will be met by an alternative means in 2021/22						
Green/Amber/Red* - Amber elements being closely monitored Red elements will not be delivered						

This page is intentionally left blank

CAPITAL INVESTMENT PROGRAMME REPORT 2021/22

Month 8 - November 2021

1 Background

- 1.1 The original capital programme for 2021/22 reflects the priorities outlined in the capital strategy as approved at Cabinet on 23 February 2021 and confirmed at the Council meeting on 4 March 2021.
- 1.2 The position as at 30 November 2021 is highlighted in this report but as the year concludes the outturn projections will reflect the evolving position.
- 1.3 For the remainder of the financial year, the programme will continue to be monitored and revised to take account of any new developments and changes in the profile of planned expenditure.

2 Current Position

- 2.1 The approved capital programme summary position for the five financial years 2021/22 to 2025/26, approved by Council on 4 March 2021 is summarised in Table 1 and shows capital programme expenditure of £86.002m in 2021/22.

Table 1 : Original Budget - Capital Programme 2021/22 to 2025/26

2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	TOTAL £000
86,002	94,153	71,418	62,553	27,454	341,580

- 2.2 Table 2 shows the revised capital programme for 2021/22 as at 30 November 2021 at an overall expenditure level of £52.558m, following a number of changes explained in the following paragraphs, this is a reduction of £0.485m on the Quarter 2 position of £53.043m.
- 2.3 The approved virements of £0.062m (an increase to the 2021/22 budget) represents changes since the revised M06 position as detailed later in the report (para 2.5).
- 2.4 Actual expenditure to 30 November 2021 was £23.801m (45.29% of forecast outturn). This spending profile is lower than previous years. The position will be kept under review and budgets will be managed in accordance with forecasts.

Table 2 – 2021/22 Capital Programme

Directorate	Revised Budget (M06) £000	Approved Virements (to M08) £000	Proposed Virement/ Rephase £000	Revised Budget (M08) £000	Forecast £000	Variance £000
Corporate Services	4,880	-	-	4,880	4,880	-
Children's Services	15,403	-	-	15,403	15,403	-
Communities and Reform	36	-	-	36	36	-
Community Health & Adult Social Care	2,005	12	-	2,017	2,017	-
Housing Revenue Account	785	-	-	785	785	-
People and Place	29,934	50	(548)	29,437	29,437	-
Overall Total	53,043	62	(548)	52,558	52,558	-

(subject to rounding – tolerance +/- £1k)

- 2.5 The net approved budget change of £0.062m represents approved movements including expected spending related to the receipt of new funding, as detailed below:

£000's

276	- Royton Town Hall – Service Realignment (Asset Management)
(276)	- Royton Town Hall – Service Realignment (Boroughwide Developments)
(31)	- Rochdale Canal Access – Service Realignment (Bridges & Structures)
31	- Rochdale Canal Access – Service Realignment (Highways Major Works)
12	- Private Contribution towards Disabled Facilities Grant (DFG) schemes
<u>50</u>	- Expenditure associated with the Active Travel Fund Grant
62	

- 2.6 The proposed changes of £0.548m relates to rephasing of several transport schemes into later years, as detailed in Appendix G.
- 2.7 Due to the continued COVID pandemic, there remains an element of uncertainty about the forecast position and it is inevitable that this will change in the remaining months; that said the forecasts are based on the latest and most up to date information. A further breakdown of Table 2 on a service by service area basis is shown at Appendices A to F.
- 2.8 The revised capital programme for 2021/22 to 2025/26, taking into account all the above amendments in arriving at the revised forecast position, is shown in Table 3 together with the projected financing profile.

Table 3 – 2021/2026 Capital Programme

Directorate Budget	Revised Budget 2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Total £000
Corporate Services	4,880	5,219	3,119	1,974	5,622	20,814
Children's Services	15,403	6,425	8,892	2,000	4,000	36,720
Communities and Reform	36	408	250	-	-	693
Community Health & Adult Social Care	2,017	1,204	200	200	-	3,621
Housing Revenue Account	785	3,283	8,127	7,914	1,150	21,259
People and Place	29,437	103,909	78,897	41,881	31,473	285,597
Grand Total	52,558	120,448	99,485	53,969	42,245	368,704

(subject to rounding – tolerance +/- £1k)

Funding	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Total £000
Grant & Other Contributions	(19,850)	(46,594)	(21,867)	(5,411)	(2,406)	(96,128)
Prudential Borrowing	(26,294)	(66,456)	(68,628)	(35,989)	(38,597)	(235,964)
Revenue	(879)	(3,283)	(8,127)	(7,914)	(1,150)	(21,353)
Capital Receipts	(5,535)	(4,115)	(863)	(4,655)	(92)	(15,260)
Grand Total	(52,558)	(120,448)	(99,485)	(53,969)	(42,245)	(368,704)

(subject to rounding – tolerance +/- £1k)

- 2.9 The revised Provision for Emerging Priorities for 2021/22 to 2025/26, taking into account all the above amendments, is contained within the Corporate Services budget and is as follows:

Table 4 – Provision for Emerging Priorities

	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	Total £000
Provision for Emerging Priorities	1,115	4,150	3,050	1,836	5,622	15,773

Capital Receipts

- 2.10 The revised capital programme requires the availability of £5.535m of capital receipts in 2021/22 for financing purposes. The total net usable capital receipts currently received in year is £9.052m. This ensures that there is no shortfall in the support for the revenue budget, as the first £2.000m of capital receipts have been used to provide funding under the flexible use of capital receipts initiative.
- 2.11 The capital receipts position as at 30 November 2021 is as follows:

Table 5 – Capital Receipts 2021/22

	£000	£000
Capital Receipts Financing Requirement		5,535
Usable Capital Receipt b/fwd.	-	
Actual received to date	(9,052)	
Further Required/(Surplus) in 2021/22		(3,517)

- 2.12 Given the significant level of receipts needed to finance the capital programme in this and future years it is imperative that the capital receipts/disposal schedule is adhered to. This is monitored at the monthly Capital Receipts meeting and will be

subject to on-going review throughout the year. It is of course recognised that the pandemic has had an impact of business/economic activities making capital disposals more challenging. Nonetheless, as is evident from the updated position, performance is good.

- 2.13 The Capital Strategy and Capital Programme 2021/26 introduced an expectation of the level of receipts that is anticipated in each of the respective years and therefore an estimate as to the resultant level of over or under programming in order to present a balanced budget. The position as at 30 November 2021 is illustrated in the table below:

Table 6 – Capital Receipts 2021/26

Capital Receipts	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
Capital Receipts Carried Forward	-	(5,073)	(4,430)	(4,892)	(237)
Estimated Capital Receipts	(1,556)	(3,472)	(1,325)	-	-
Received in year	(9,052)				
Total Receipts	(10,608)	(8,545)	(5,755)	(4,892)	(237)
Capital Receipts Financing Requirement	5,535	4,115	863	4,655	92
Over/(Under) programming	(5,073)	(4,430)	(4,892)	(237)	(145)

(subject to rounding – tolerance +/- £1k)

- 2.14 As shown above, the most recent projection indicates a much improved position. Rather than having a shortfall in later years of the programme, there are now projected surpluses through to 2025/26. This is evidence of the movement and progress of the asset disposal programme. The position will continue to be reviewed.

3 Conclusion

- 3.1 Whilst the capital programme has seen considerable reprofiling in year, expenditure to date is comparatively low. Therefore, the revised forecast spending level for 2022/23 will be closely monitored to ensure that any further changes are reflected in the month 9 report.

4 Appendices

- 4.1 Appendix A - SUMMARY – Month 8 - Corporate Services
 Appendix B - SUMMARY – Month 8 - Children's Services
 Appendix C - SUMMARY – Month 8 - Communities and Reform
 Appendix D - SUMMARY – Month 8 - Community Services & Adult Social Care
 Appendix E - SUMMARY – Month 8 - Housing Revenue Account (HRA)
 Appendix F - SUMMARY – Month 8 - People and Place
 Appendix G - SUMMARY – Month 8 - Proposed Changes

APPENDIX A

SUMMARY – MONTH 8 (NOVEMBER 2021) – Corporate Services

Service area	Revised Budget M06 £000	Approved Virements (to M08) £000	Proposed Virement / Rephase £000	Revised Budget M08 £000	Forecast £000	Year End Variance £000
Corporate	4,880	-	-	4,880	4,880	-
General Services	-	-	-	-	-	-
	4,880	-	-	4,880	4,880	-

(subject to rounding – tolerance +/- £1k)

Major Variances Commentary

No additional variances to report

APPENDIX B

SUMMARY – MONTH 8 (NOVEMBER 2021) - Children's Services

Service area	Revised Budget M06 £000	Approved Virements (to M08) £000	Proposed Virement / Rephase £000	Revised Budget M08 £000	Forecast £000	Year End Variance £000
Children, Young People & Families	13	-	-	13	13	-
Schools – General Provision	1,266	-	-	1,266	1,266	-
Schools – Primary	3,375	-	-	3,375	3,375	-
Schools – Secondary	7,462	-	-	7,462	7,462	-
Schools – Special	178	-	-	178	178	-
Schools – New Build	3,109	-	-	3,109	3,109	-
	15,403	-	-	15,403	15,403	-

(subject to rounding – tolerance +/- £1k)

Major Variances Commentary

No additional variances to report

SUMMARY – MONTH 8 (NOVEMBER 2021) - Communities and Reform

Service area	Revised Budget M06 £000	Approved Virements (to M08) £000	Proposed Virement / Rephase £000	Revised Budget M08 £000	Forecast £000	Year End Variance £000
District Investment Fund	36	-	-	36	36	-
	36	-	-	36	36	-

(subject to rounding – tolerance +/- £1k)

Major Variances Commentary

No additional variances to report

SUMMARY – MONTH 8 (NOVEMBER 2021) - Community Services & Adult Social Care

Service area	Revised Budget M06 £000	Approved Virements (to M08) £000	Proposed Virement / Rephase £000	Revised Budget M08 £000	Forecast £000	Year End Variance £000
Adult Services	2,005	12	-	2,017	2,017	-
	2,005	12	-	2,017	2,017	-

(subject to rounding – tolerance +/- £1k)

Major Variances Commentary

No additional variances to report

SUMMARY – MONTH 8 (NOVEMBER 2021) - Housing Revenue Account (HRA)

Service area	Revised Budget M06 £000	Approved Virements (to M08) £000	Proposed Virement / Rephase £000	Revised Budget M08 £000	Forecast £000	Year End Variance £000
Housing Revenue Account	785	-	-	785	785	-
Reform Total	785	-	-	785	785	-

(subject to rounding – tolerance +/- £1k)

Major Variances Commentary

No additional variances to report

SUMMARY – MONTH 8 (NOVEMBER 2021) - People and Place

Service area	Revised Budget M06 £000	Approved Virements (to M08) £000	Proposed Virement / Rephase £000	Revised Budget M08 £000	Forecast £000	Year End Variance £000
Asset Management	2,044	276	12	2,332	2,332	-
Asset Management - Education Premises	2,093	-	-	2,093	2,093	-
Boroughwide Developments	4,584	(276)	-	4,308	4,308	-
Development (Economic)	13	-	-	13	13	-
District Partnership – Boroughwide	40	-	-	40	40	-
Environment – Cemeteries and Crematorium	37	-	-	37	37	-
Environment – Countryside	145	-	-	145	145	-
Environment – Parks	46	-	-	46	46	-
ICT	4,080	-	-	4,080	4,080	-
Parks & Playing Fields	13	-	-	13	13	-
Private Housing – HMRP	117	-	-	117	117	-
Public Realm	5	-	(5)	-	-	-
Town Centre Developments	1,891	-	-	1,891	1,891	-
Transport - Accident Reduction	1,626	50	(135)	1,540	1,540	-
Transport - Bridges & Structures	2,409	(31)	(70)	2,308	2,308	-
Transport - Fleet Management	881	-	-	881	881	-
Transport - Highway Major Works/Drainage schemes	7,634	31	-	7,665	7,665	-
Transport - Minor Works	472	-	3	475	475	-
Transport – Miscellaneous	1,776	-	(353)	1,423	1,423	-
Transport - Street Lighting	28	-	-	28	28	-
	29,934	50	(548)	29,437	29,437	-

(subject to rounding – tolerance +/- £1k)

Major Variances Commentary

No additional variances to report

SUMMARY – MONTH 8 (NOVEMBER 2021) Proposed Changes

EXPENDITURE BUDGETS TO BE REPROFILED AS AT 30 NOVEMBER 2021	2021/22	2022/23	Comments
Directorate / Scheme	£	£	
People and Place			
Oldham War Memorial	(5,049)		Service Area Realignment
LIF- Failsworth War Memorial	12,318		Service Area Realignment / Additional resources
Width Restriction, Wrigley Head, Failsworth	(35,000)	35,000	Rephase to future year
Kings Road - Traffic Calming	(30,000)	30,000	Rephase to future year
Vehicle Activated signs - Installing and enhancement programme	(70,000)	70,000	Rephase to future year
Tame Water Culvert, Delph	(70,000)	70,000	Rephase to future year
Public Rights of Way (PRoW) Improvements	3,375	(3,375)	Acceleration from future year
Southlink Traffic Signal Junction (GD3)	(132,764)	132,764	Rephase to future year
GD3 – Market Hall Connectivity Improvements	(232,895)	232,895	Rephase to future year
GD3 - Waterloo Street - Rhodes Bank Traffic Signal Junction	81,142	(81,142)	Acceleration from future year
Growth Deal 3 - Programme Management Support	(68,391)	68,391	Rephase to future year
People and Place TOTAL	(547,263)	554,532	

FINANCING BUDGETS TO BE REPROFILED AS AT 30 NOVEMBER 2021	2021/22	2022/23	
Fund Source	£	£	
Revenue Contributions	(7,269)		
Grant and Other Contributions	554,532	(554,532)	
TOTAL	547,263	(554,532)	

This page is intentionally left blank

Report to Cabinet

Revenue Budget 2022/23

Portfolio Holder: Cllr Abdul Jabbar MBE, Deputy Leader and Cabinet Member for Finance and Low Carbon

Officer Contact: Anne Ryans, Director of Finance

Report Author: Anne Ryans, Director of Finance
Ext. 4902

14 February 2022

Reason for Decision

To provide Cabinet with the forecast budget reduction requirement and the Administration's budget proposals for 2022/23 having regard to the Provisional Local Government Finance Settlement published on 16 December 2021.

Executive Summary

This report presents the Council's Revenue Budget for 2022/23 including the Administration's revenue budget proposals for 2022/23. The report sets out the key policies and strategies that influence the budget process, the initial budget reduction requirement for 2022/23, how that has been adjusted to arrive at a revised budget reduction requirement and then the means by which the budget is balanced.

Section 1 presents an introduction to the report and explains the report format.

Section 2 sets out key Council Policies and Strategies including the Oldham Plan, Corporate Plan/COVID-19 Recovery Strategy, Constitution and Rules of Procedure, as the framework within which the Budget has been prepared.

Section 3 presents Local Government Finance developments which are likely to be taken forward during 2022/23. It also highlights the Chartered Institute of Public Finance and Accountancy (CIPFA) Financial Resilience Index, the CIPFA Financial Management Code

and a commentary on financial resilience, all of which are of importance when considering the Council's financial standing in the context of budget setting for 2022/23.

The starting point for preparing the 2022/23 revenue budget estimates is an underlying base budget of £237.349m and the 2021/22 revenue budget forecast outturn position presented in the month 8 Financial Monitoring Report. This is summarised in Section 4. It highlights a current favourable projected variance for 2021/22 of £2.672m. This consists of net COVID pressures of £3.311m and a favourable business as usual variance of £5.983m. In considering this position, it is important to note that the Council has received £7.737m of general grant as support for COVID related expenditure from the Government for 2021/22 and an estimated £0.352m of compensation for Sales, Fees and Charges; a total of £8.089m. This is being used to offset an overall net pressure of £11.400m caused by the pandemic. As highlighted later, this COVID pressure has to be addressed in 2022/23 as the Government is not providing any additional specific funding to support COVID costs in 2022/23.

Sections 5 to 9 set out how the expenditure pressures that contribute to the budget gap have been determined.

Section 5 summarises the revisions to the estimates since the initial budget gap for 2022/23 was assessed at £31.900m. An updated budget gap is estimated at £24.431m arising from a range of adjustments to both expenditure pressures/variations and income increases/decreases.

Looking first at expenditure pressures, these are adjustments to the base budget outlined in Section 6, expenditure adjustments (Section 7), use of the Development Fund (Section 8) and the impact of levies (Section 9). In this regard:

- Section 6 presents eight adjustments which must be made to the base budget. These include adjustments to ensure that one off items from 2021/22 (expenditure funded by one-Government grant, the impact of the use of reserves and the flexible use of capital receipts) are correctly presented. The overall impact is an increase to the budget of £8.297m a reduction of £2.178m compared to an original estimate of £10.475m.
- Section 7 presents a range of expenditure pressures that contribute to the £24.431m budget gap. The original estimate was that such pressures would total £10.786m but after further review, this has increased to £26.281m. The most significant amendment is £12.000m for costs associated with COVID legacy. This must be built into the budget estimates to reflect the expected on-going costs. This estimate aligns to the COVID costs reported at month 8 of a net £11.400m as advised above. A further pressure, albeit directly funded by Council Tax (the Adult Social Care Precept) is increased expenditure to support the adoption of the National Foundation Living Wage by Care Providers.
- Section 8 highlights the use of the original £1.500m Development Fund plus a further £0.180m on Administration priority initiatives.
- Section 9 sets out the impact of the payment of levies and contributions to the Greater Manchester Combined Authority (GMCA) and a levy to the Environment

Agency (EA). It advises that the levies and contributions budget pressures has reduced from £0.678m to £0.267m.

Sections 10 to 14 present the impact of the Provisional Local Government Finance Settlement announced on 16 December 2021 and income related adjustment to the estimates. In this regard:

- Section 10 provides a commentary on the Spending Review 2021 and the Provisional Local Government Finance Settlement (PLGFS) including unringfenced funding allocations made available to the Council by the Government to help support the budget process and address the budget gap. A summary of all grants notified or anticipated (for which a sum has been assumed) as included in the PLGFS totalled £75.761m which is £9.792m higher than the forecasts previously presented. This of course has to provide support for COVID legacy costs, which as advised above, are estimated to be £12.000m.

The PLGFS confirmed referendum limits for a general purpose Council Tax increase and the Government will permit rises of up to 2% per annum for 2022/23 without the need to hold a referendum.

The threshold for Adult Social Care Precept (ASCP) increases to a maximum of 1% for 2022/23 alongside the ability to add up to an additional 3% of unused ASC Precept from 2021/22. Oldham Council has 1% of unused precept from 2021/22 (after an increase of 2%) so therefore the total applicable referendum limit for Oldham for the ASCP for 2022/23 is 2%. There remains a requirement to evidence that the funds generated from this precept are used for Adult Social Care expenditure.

- Section 11 outlines the main ringfenced grants that must be used in accordance with specific guidance but nonetheless help the Council deliver its services. A value for a number of these grants has yet to be confirmed.
- Section 12 sets out the income to support the budget from Retained Business Rates and Grant in Lieu of Business Rates and how this helps to reduce the level of budget reductions required.

Cabinet at its meeting of 24 January 2022, initially set the 2022/23 Business Rates Tax base at £51.325m. However, the setting of this Tax Base is aligned to the preparation of a Government return, the NNDR1, which for 2022/23, had to be submitted by 31 January 2022. Cabinet therefore delegated the setting of the final Tax Base to the Cabinet Member for Finance and Low Carbon in consultation with the Director of Finance, having regard to the contents of the NNDR1. Under delegation, the Tax Base has been revised to £51.850m which is an increase from the initial estimate of £50.612m and the Tax Base approved by Cabinet (£51.325m). This is despite the introduction of additional Business Rate Reliefs (which reduces the impact of collectable Business Rates) since the original estimate was made. This is in part due to the introduction of gains from the piloting of 100% Business Rates Retention which were not anticipated.

Grant in lieu of Business Rates represents compensation for historic Government policy announcements and events that have the impact of reducing the amount of

collectable Business Rates revenue. These grants are effectively a substitute for Retained Business Rates income. Due to the introduction of Business Rate Reliefs for 2022/23 and the adjustment to factors used in the calculation, the anticipated grant has increased by £8.628m from £10.843m to £19.471m.

- Section 13 presents the Council Tax position for 2022/23. It advises that:
 - The Council Tax Tax Base has been set at 57,450, which is lower than the initial estimate but 250 higher than the 57,200 Tax Base for 2021/22.
 - Current Council Tax policy (subject to confirmation at Budget Council on 2 March 2022) is to have a 1.99% general purposes increase and a 2% increase in the Adult Social Care Precept which is within the referendum criteria issued by the Government in the PLGFS. It is intended that resources generated by 1% of the increase will be used to support Adult Social Care providers remunerate staff at the level of the National Foundation Living Wage.
 - Total Council Tax to be generated for use by the Council based on the Tax Base and the 3.99% increase is £102.932m.
 - The impact of the major precepting Authorities will be confirmed on 11 February 2022.
 - The Parish Councils both agreed their precepts in late January and confirmed figures are presented in the report.
 - On 3 February 2022 the Government announced a Council Tax Energy Rebate and associated discretionary fund that will be introduced from 1 April 2022. Delegation is sought to facilitate the implementation of this development in a timely manner.
- Section 14 outlines the impact of Collection Fund (the ringfenced account within which Council Tax and Business Rates are managed). It highlights that there are three key issues to have regard to:
 - the budget must be adjusted for a 2020/21 Collection Fund deficit of £2.192m (the Government passed legislation to allow deficits arising from the major impact of the pandemic in 2020/21 to be recovered over three years (2020/21 to 2022/23)).
 - The 2021/22 Collection Fund forecast outturn projection as outlined in the month 8 financial monitoring report produces a net surplus of £1.307m which will be available to support the 2022/23 revenue budget.
 - As in 2021/22, a technical adjustment to the budget is required in 2022/23 as a result of the Collection Fund deficit caused by the Government notifying the continuation of Business Rate reliefs for retail, leisure, hospitality and nursery businesses after the 2021/22 budget had been set and the introduction on 15 December 2021 of the COVID-19 Additional Relief Fund (CARF) to provide discretionary rate relief in 2021/22. The estimated deficit this produces in 2021/22 is £13.092m which must be addressed in 2022/23. Government is providing the Council with grant compensation for the loss of Business Rates income throughout 2021/22 and this will be carried forward as a reserve to offset the deficit in 2022/23.

Based on the latest estimates, the budget reduction requirement for 2022/23 has decreased from the previously reported figure of £31.900m to £24.431m, increasing to £37.523m after the technical adjustment for the Collection Fund deficit of £13.092m.

Section 15 presents the first stage in the Administration's approach to balancing the budget for 2022/23, a review of the twelve Budget Reductions that were approved within the 2021/22 Budget Report but had an impact of £6.050m on 2022/23. During the review, it was identified that four of the budget reductions would not be delivered in full, reducing the impact to £5.467m, a reduction of £0.583m. Taking this into account, the budget gap reduces from £37.523m to £32.056m.

Section 16 of the report details the Administration's budget reduction proposals for 2022/23. There are a total of 53 proposals presented in accordance with Political Portfolios. These are expected to deliver savings totalling £6.268m and have an FTE impact of 22.60. The proposals also have an impact on 2023/24 of £1.895m and 2024/25 of £1.150m. All the proposals are presented in summary at **Appendix 5** and in detail at **Appendix 6**.

Two of the proposals require investment of £0.405m in 2022/23 to deliver savings in 2023/24, these are:

- a) ASC-BR1-548: Smarter Ways of Working £0.095m
- b) ASC-BR1-552: Review Care and Support Plans - £0.310m

Assuming approval of the 2022/23 budget reduction proposals, the budget reduction requirement for 2022/23 reduces from £32.056m to £25.788m.

Section 17 outlines the opportunity to use capital receipts flexibly to finance expenditure leading to transformation in the sum of £2.500m. Having applied this to the budget, the budget gap reduces from £25.788m to £23.288m.

Section 18 advises that specific and corporate reserves from the Balancing Budget Reserve will be used to address the balance as follows:

- £13.092m of Section 31 grant received in 2021/22 held to support the Collection Fund Deficit in 2022/23 as a result of Business Rates relief for retail, leisure and hospitality and nursery businesses and the discretionary CARF scheme (a technical adjustment);
- £1.300m of 2021/22 Earmarked Reserves created to support Organisational Redesign;
- £0.100 of Earmarked Reserves to fund one-off activities in relation to the Queen's Jubilee Celebrations;
- £0.405m as invest to save pump priming funding to enable budget reductions to be delivered for 2023/24; and
- £10.101m of corporate reserves.

There is also a planned movement to reserves of £1.710m relating to the setting aside of gains from the piloting of 100% Business Rates Retention in anticipation of allocating the funds to the Greater Manchester Combined Authority as its share of gains from 2022/23.

Approval of the proposals set out in this report in full by Budget Council including the use of reserves as set out above delivers a balanced revenue budget for 2022/23.

Section 19 considers the ability of the Council to address COVID related pressures in 2022/23 given the uncertainty that still prevails and the impact of the Omicron variant.

Section 20 presents the expected level of reserves at the end of 2021/22 at £89.772m and how they support the 2022/23 budget including the balancing budget reserve for 2022/23 which addresses the reserves requirement as set out above.

Section 21 summarises the overall budget strategy to balance the budget for 2022/23.

Other key sections in the report (Sections 22 to 23):

- set out the Administration's proposals in relation to Fees and Charges.
- detail the Council's Pay Policy Statement (as required by Sections 38 to 43 of the Localism Act 2011).

Given the importance of delivering budget reductions and embedding the programme of transformational change, during 2022/23, there will be a regular review of the progress of existing change programmes against the delivery milestones and financial targets. It will also ensure that there is continuous emphasis on the delivery of change and the achievement of the budget reductions required in line with the three year strategy.

The Revenue Budget 2022/23 was presented to the Policy Overview and Scrutiny Committee on 27 January 2022. The Committee scrutinised the budget report and the other reports on the agenda that form a core part of the Council's strategic financial planning framework.

The Committee considered in detail the Administrations 53 budget reduction proposals for 2022/23 and were content to commend to Cabinet 52 of the 53 proposals at a value of £6.206m.

The Committee requested that Cabinet review and consider the delivery of one remaining proposal, REF-BR1-526: Get Oldham Growing at a value of £0.062m. The Committee's view was that progressing the proposal in its current form would have a negative impact on residents in the community that currently access this service.

The Committee was content with all other aspects of the report and therefore commended it to Cabinet.

At the time of preparing this report, the one major announcement awaited is the Final Local Government Finance Settlement. The Final Settlement information is to be made available in the week commencing 7 February 2022. Once this is received, its impact will be incorporated into the version of the 2022/23 Revenue Budget report to be presented to Council on 2 March 2022.

Recommendations

That:

1. Cabinet approves and commends to Council:

- a) The policy landscape and context in which the Council is setting its revenue budget for 2022/23;
- b) The key issues to be addressed in continuing to respond to the financial challenges facing the Council;
- c) A proposed 2022/23 Council Tax increase of 3.99% for Oldham Council services (1.99% for general purposes and 2% Adult Social Care Precept) resulting in the charges set out at Table 19 of the report;
- d) The financial forecasts for 2022/23 having regard to the Provisional Local Government Finance Settlement and associated funding announcements, an overall budget reduction requirement of £37.523m;
- e) A revision to the Budget Reduction proposals approved for 2022/23 at the Budget Council of 4 March 2021 to a value of £5.467m;
- f) A total of 52 of the 53 recurrent 2022/23 Budget Reduction proposals at a value of £6.206m with a further £1.895m for 2023/24 and £1.150m for 2024/25;
- g) The Flexible Use of Capital Receipts at a value of £2.500m;
- h) The proposed use of £24.998m of reserves to balance the 2022/23 budget including £0.405m to support the delivery of budget reductions for 2023/24 and a transfer to reserves of £1.710m for Retained Business Rates;
- i) The proposal to draw on the Collection Fund for major preceptors of £121.962m for Borough Wide services and £102.932m for Council services (subject to confirmation);
- j) The proposed net revenue expenditure budget for 2022/23 for the Council set at £259.639m;
- k) The proposed fees and charges as set out in the schedule included at Appendix 8;
- l) The draft pay policy statement included at Appendix 9.
- m) The delegation of the determination of the Council's approach to the Council Tax Energy Rebate and the associated discretionary fund to the Cabinet Member for Finance and Low Carbon in consultation with the Director of Finance

2. Cabinet considers its approach to the Budget Reduction proposal REF-BR1-526: Get Oldham Growing at a value of £0.062m, having regard to the comments of the Policy Overview and Scrutiny Committee.

Revenue Budget 2022/23**1 Background****Introduction**

- 1.1 Each year, the Council identifies what it needs to spend on Council services for the following year as part of the budget setting process. This process also involves the identification of provisional spending plans for future financial years. This ensures the Council's future spending plans are balanced against the funding forecasts for Government Grants, Council Tax and Business Rates revenues. These plans form part of the Council's Medium Term Financial Strategy (MTFS). This year, the MTFS is presented as a separate document. This report is therefore focussed on setting out a balanced 2022/23 budget but has regard to the requirement to balance the budget in future financial years.
- 1.2 Members will recall that when the 2021/22 budget was agreed on 4 March 2021, it included an estimate of the likely budget reduction requirement for 2022/23. This was £31.900m, offset by the 2022/23 impact of budget reductions of £6.050 approved at the 4 March 2021 Budget Council meeting and an agreed use of reserves (£12.297m). In total, £13.553m of budget reductions were expected to be required. This report sets out how the position has moved on since March 2021 and the proposals to balance the 2022/23 budget.
- 1.3 A key influence on setting the 2022/23 budget is the prevailing pandemic as this is having a significant impact on the activities of the Council and the financial position for 2021/22 as presented to Cabinet in financial monitoring reports. Another important factor is the Government's Spending Review which was announced on 27 October 2021 (SR21). This provided high level forecasts of funding for Local Government for 2022/23 to 2024/25 together with Government policy direction. This set the framework for updating the Council's forecasts, however, it was not until the receipt of the Provisional Local Government Finance Settlement (PLGFS) and associated funding announcements on 16 December 2021 that the detail for 2022/23 was made available. The information in the PLGFS together with the current policy landscape and economic context has enabled the preparation of the Administration's proposals for balancing the 2022/23 budget, including Council Tax intentions.
- 1.4 At the same time as considering the financial challenges facing the Council, it is important to consider the Council's commitment to the co-operative way of working. Based on a set of values and the principle of enabling and motivating everyone to "do their bit", this influences the policy direction of the Council and its response to the financial challenges.
- 1.5 As an organisation, a co-operative approach provides the opportunity to find positive and sustainable solutions to the on-going financial challenges being faced. Oldham has a values driven approach which underpins the way it does business. The Council believes in the importance of fairness and responsibility. In practice, that means maximising the positive social, economic and environmental impact that can be achieved through everything we do as set out in the Council's values.

Format of the Report

- 1.6 The report is presented in sections in order to highlight the key issues impacting on the budget, the size of the financial challenge facing the Council for 2022/23, how it has been calculated and then how the budget is being balanced. The sections are presented as follows.

Sections 2 to 4 provide context for budget setting:

- Section 2 sets out key Council Policies and Strategies including the Constitution and Rules of Procedure, as the framework within which the Budget has been prepared.
- Section 3 presents Local Government Finance developments which are likely to be taken forward during 2022/23. It also highlights the Chartered Institute of Public Finance and Accountancy (CIPFA) Financial Resilience Index, the CIPFA Financial Management Code and a commentary on financial resilience, which is of importance when considering the Council's financial standing in the context of budget setting for 2022/23.
- Section 4 outlines the month 8 financial monitoring position for both the revenue budget (£2.672m underspend) and the capital programme. This highlights the on-going financial issues which influence or require addressing in 2022/23.

Sections 5 to 9 set out how the budget gap has been determined:

- Section 5 summarises the revisions to the estimates since the initial budget gap for 2022/23 was assessed at £31.900m leading to a revised estimate of £24.431m.
- Section 6 presents amendments to the base budget that contribute to the £24.431m budget gap.
- Section 7 presents a range of budget adjustments and pressures that have been identified during the preparation of the 2022/23 budget contributing to the £24.431m budget gap.
- Section 8 highlights the use of the £1.680m Development Fund for Administration priority initiatives.
- Section 9 sets out the impact of the payment of levies to the Greater Manchester Combined Authority (GMCA) and the Environment Agency.

Sections 10 to 20 present how the budget is balanced and the level of reserves available to the Council:

- Section 10 provides a commentary on the Spending Review 2021 and the Provisional Local Government Finance Settlement including unringfenced funding allocations made available to the Council by the Government to help support the budget process and address the budget gap.
- Section 11 outlines the main ringfenced grants that must be used in accordance with specific guidance but nonetheless help the Council deliver its services.
- Section 12 sets out the income to support the budget from Retained Business Rates and Grant in Lieu of Business Rates and how this helps to reduce the level of budget reductions required.
- Section 13 presents Council Tax Policy, referendum limits and the level of Council Tax (subject to Budget Council confirmation) to be set for 2022/23 and the level of income that is then available to support the 2022/23 budget.
- Section 14 outlines the impact of the Collection Fund (the ringfenced account within which Council Tax and Business Rates are managed), including the technical amendment of £13.092m required arising from the introduction of Business Rate Reliefs after the 2021/22 budget was set. This amendment increases the budget reduction requirement to £37.523m.

-
- Section 15 sets out the Administration's approach to balancing the budget. This includes a review of the budget reductions impacting on the 2022/23 budget that were approved by the 2021/22 Budget Council. This review has reduced the anticipated value from £6.050m to £5.467m.
 - Section 16 presents the Administration's 2022/23 budget proposals to address the budget reduction requirement totalling £6.268m.
 - Section 17 highlights that £2.500m of capital receipts will be used on a one-off basis to address the budget reduction requirement.
 - Section 18 shows how reserves will be used to balance the 2022/23 budget at a value of £24.998m (a net £23.288m after a movement to reserves).
 - Section 19 considers the ability of the Council to address COVID related pressures.
 - Section 20 presents the expected level of reserves at the end of 2021/22 and how they support the 2022/23 budget and financial strategy.
 - Section 21 summarises the overall strategy to balance the budget for 2022/23.

Sections 22 and 23 present the proposed Fees and Charges for 2022/23 and the Council's Pay Policy Statement for 2022/23.

Sections 24 to the end of the report include options to consider, consultation comments and Legal and Procurement comments in accordance with standard practice.

2 Oldham Council Policies and Strategies

- 2.1 Framing budget setting for 2022/23 and future years are the Council policies and strategies which incorporate the Co-operative Council ethos, the three elements of the Oldham Plan, and the six priorities of the interim Corporate Plan, the COVID-19 Recovery Strategy. The following paragraphs explain the underlying drivers of the Council in the context of a need to reduce operating costs using a programme of transformation and change whilst working within the financial framework of the Constitution and the Rules of Procedure.

Co-operative Council in a Co-operative Borough

- 2.2 Oldham Council became a Co-operative Council in 2011 and therefore the Council is committed to developing a Co-operative future; one where citizens, partners and staff work together to improve the borough. The Council encourages all members of the community to play an active part in building a co-operative borough. This means everyone doing their bit.
- 2.3 To help realise this ambition, the Council has developed co-operative values and behaviours. All staff, citizens and partners are encouraged to adopt these values.

Co-operative Values and Behaviours



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

The Oldham Plan

- 2.5 Since becoming a Co-operative Council, the Council has made fundamental changes in how it works with residents, businesses and partners. The Oldham Plan 2017-2022 is a collective action statement explaining how the Council and partners can all best serve Oldham by helping its people, districts and businesses to thrive.
- 2.6 The Oldham Plan is the Oldham Partnership's plan for the borough and was endorsed by Council in July 2017. It is a collective action statement covering the period 2017-2022 and sets out the areas where the Oldham Partnership will add the most value as a partnership to achieve the ambition for Oldham to be a productive and co-operative place with healthy, aspirational and sustainable communities.
- 2.7 The preparation of a new Oldham Plan has been delayed due to the COVID-19 pandemic, however it will be developed and adopted in 2022, building on the priorities identified in the Council's COVID-19 Recovery Strategy. The new Oldham Plan will provide the opportunity to engage our residents, the Council and our partners in the public and private sector around a shared vision for the future of the borough. Combined with the Corporate Plan, it will set the course for the Council, and help us to set out key priorities and guiding principles for the years ahead.
- 2.8 The Oldham delivery model is based around three fundamental objectives which work together to deliver the ambitions of the Oldham Plan. These are:

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

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

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



The Council's Corporate Plan / COVID-19 Recovery Strategy

- 2.9 The Corporate Plan is the Council's key strategic document and outlines the Council's contribution to achieving the vision and outcomes detailed in the Oldham Plan, as well as priority areas of focus and delivery aimed at taking forward our vision of a co-operative future where everyone does their bit to create a confident and ambitious borough. All revenue and capital investment proposals will therefore be evaluated in accordance with a range of criteria, a key one of which is the contribution to the delivery of the aims of the Corporate Plan.
- 2.10 Oldham's Corporate Plan expired in December 2020. Work to refresh the Corporate Plan was due to be completed by summer 2020. However, the impact of the COVID pandemic meant that this was no longer viable. Instead, the Council developed an interim COVID Recovery Strategy which is acting as a temporary Corporate Plan until at least April 2022. This Strategy was presented to and approved by Council on 14 July 2021.
- 2.11 As a Co-operative Council, Oldham is committed to tackling the impact of COVID and protecting our most vulnerable residents and communities. The steps being taken to tackle the pandemic and the subsequent recovery planning, aim to support people, especially those groups who are often most impacted.
- 2.12 Building on the learning so far and the anticipated events to come, the COVID Recovery Strategy and accompanying priorities have been developed, helping shape the approach and vision for Oldham. It sets out the six priority areas of focus for the Council as Oldham looks to recover from the pandemic:
- Driving equality
 - Investing in quality housing
 - Championing a green recovery
 - Creating and protecting jobs and supporting businesses
 - Prioritising education, skills and Early Years
 - Promoting health and wellbeing. Supporting the most vulnerable.

The Council's annual business planning cycle is the mechanism through which delivery of the priorities will be assured.

- 2.13 The 2022/23 budget process has been heavily influenced by the COVID pandemic, with the Council planning to manage business as usual activities as well as the response to COVID. In addition, the preparation of revenue budget (including budget reduction proposals) and the capital strategy, has been undertaken having regard to the six priority areas above and how these can be delivered.

Transformation Programme

- 2.14 Council services continue to evolve through innovation, collaboration with strategic partners and re-design. To accelerate this process, the Council and key partners have embarked on an ambitious Transformation Programme which has:
- identified, scoped and agreed the change initiatives required to ensure the Council and its partners can deliver the strategic ambitions they have for the borough and its residents;
 - begun to drive the implementation of those changes; and
 - laid the foundations for the delivery of a substantial contribution to savings targets and medium-term financial plans.

-
- 2.15 This Programme is helping to ensure that all such services, whether delivered in-house or with partners, strive for excellence and provide value for public money, getting the maximum impact for residents of Oldham. In responding to the financial challenge, the Transformation Programme is assisting the Council and its partners in adapting to local demands, national, regional and local political priorities as well as technological developments. Many of the budget reductions for 2022/23 and future years have been focussed through the lens of transformation and their delivery will be project managed and reported under the guidance of the Transformation Team.

Constitution and Rules of Procedure

- 2.16 Oldham Council has an agreed Constitution which sets out how the Council operates, how decisions are made and the procedures that ensure these decisions are efficient, transparent and accountable to local people. Most of the procedures are legally required. Detailed procedures and codes of practice are provided in separate rules and protocols which accompany the Constitution and Articles contained therein. The following rules of procedure are particularly relevant in the context of determining the Council's 2022/23 Revenue Budget.

Budget and Policy Framework Procedure Rules

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

Financial Procedure Rules

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

The Unity Partnership Ltd.

- 2.19 Currently a number of Council services, including Revenues and Benefits, Payroll and ICT are provided by the Unity Partnership Ltd, one of the Councils wholly owned companies. During 2021, a review of the operation of Unity was undertaken to determine the viability of the company, confirm whether it was fit for purpose in terms of service delivery and value for money for Oldham residents and that the ambitions of the company aligned to those of the Administration. On 24 January 2022, Cabinet considered a report which set out the findings of the review and agreed a recommendation to transfer back to the Council all services provided by Unity but to retain the company for a minimum period of 12 months to enable the Council to consider its delivery vehicle for Traded Services.
- 2.20 This will clearly change the way in which the Council operates in 2022/23 with a plan for efficiencies and improved effectiveness. A number of the budget reductions presented at Appendix 6 relate to Unity Partnership operations. It is not envisaged that the revised working arrangements will impact on the delivery of the proposals, as once the transfer of services has taken place, the Council will implement the planned changes.
- 2.21 There are a range of other policies and strategies that shape the business of the Council. More detail is provided in the MTFS report elsewhere on the agenda.

3 Local Government Finance Developments and Financial Resilience

- 3.1 This section of the report highlights important developments specifically within the Local Government finance arena which impact on the budget setting arrangements for 2022/23. Also included is a commentary on the issue of financial resilience which remains topical as Local Authorities continue to deal with the consequences of rising service demand and a decade-long period of funding reductions.

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

- 3.2 The Review of Relative Needs and Resources of the Local Government finance system has been under consideration for several years and it had been anticipated that the Spending Review 21 (announced on 27 October 2021) would have included some detail about this key development. Surprisingly there was no reference to it. The purpose of the review is to examine and update the system for allocating resources among Local Authorities; taking account of relative need and the ability to generate resources locally through taxation. When implemented, this could have a major impact on the distribution of resources between Councils. It is expected that there will be consultation on this review during 2022/23 for implementation in 2023/24 as part of the Government's levelling up agenda.

Business Rates Reform and Revaluation

- 3.3 There are continuing discussions about the suitability of Business Rates as a method of raising income for Local Government given that retail businesses which conduct most or all of their trade on the high street are paying significantly more tax than businesses which are largely based on-line. Indeed, the Government has been considering changes to the Business Rates system for some time so it is likely to change significantly in the medium term. However, the Government has once again chosen not to introduce changes for 2022/23.
- 3.4 The plan to move to 75% Business Rates retention nationally, given the Government's approach to levelling up, is no longer the direction of Government policy. Business Rates, with the exception of a small number of Councils, such as in Greater Manchester, are retained at 50%. Oldham and the other GM Councils are piloting 100% Business Rates retention. The pilot scheme will continue into 2022/23 (as confirmed in the Provisional Local Government Finance Settlement), after which it is expected that Oldham will move to 50% Business Rates Retention.
- 3.5 In addition, Business Rates revaluation also planned for implementation in April 2021 has now been deferred to April 2023 but based on April 2021 values. This will affect the amount of Business Rates paid by the occupiers of commercial premises and therefore the amount collectable by the Council. The Government has promised to bring forward a technical consultation on the supporting changes.
- 3.6 A change to the Business Rates system could have major implications for Council funding and the MTFs. The position will be kept under close review.

Building Back Better and People at the Heart of Social Care – Reforms to the Funding of Adult Social Care

- 3.7 During 2021/22, the Government set out its vision for the long term funding of Adult Social Care in its White Paper “Building Back Better” which sets out how individuals will pay for their long term care. The Government introduced a National Insurance charge of 1.25% for both employers and employees as a means to raise funding for its reform of health and social care effective from 1 April 2022/23 and the impact of this is built into the 2022/23 budget.
- 3.8 Reform to Adult Social Care clearly impacts on the processes and procedures operated by the Council although the real impact will be from 2023/24 when the changes are introduced. The Provisional Local Government Finance Settlement allocated funding to support preparatory work for the new Adult Social Care system.
- 3.9 On 1 December 2021 the Government published a further White Paper “People at the Heart of Social Care” which set out a vision for how Adult Social Care would operate for the next 10 years with personal care/ choice as its central strand. This also set out some proposals to utilise the Adult Social Care Levy as set out in the Building Back Better White Paper.

Levelling Up the United Kingdom

- 3.10 On 2 February 2022 the Government issued its White Paper setting out its aspirations for Levelling Up the UK. This outlined a significant number of initiatives including confirmation of resources for programmes such as the Towns Fund and the UK Prosperity Fund. It also advised that Oldham would be one of fifty-five Education Investment Areas which will receive additional resources to improve educational attainment. Further detailed Levelling Up information will be received over the coming months which will advise of the financial implications for Oldham.

The Chartered Institute of Public Finance and Accountancy - Financial Resilience Index

- 3.11 Members will recall that during 2019/20, the Chartered Institute of Public Finance and Accountancy (CIPFA) announced its intention to publish its Financial Resilience Index. This was in response to the challenges being experienced by a number of Local Authorities, and was intended to be an early warning indicator to prompt discussion and action. The level of reserves and balances are a key element in the CIPFA Financial Resilience Index. The first data set was published in December 2019 (covering the financial year 2018/19). There were no areas of concern for Oldham. A second Resilience Index was issued in February 2021 (covering the financial year 2019/20). On the 28 January 2022, an updated Financial Resilience Index based on 2020/21 data was issued.
- 3.12 The 2020/21 figures used in the Index have been impacted by COVID which in turn, has had an influence on the level of reserves. As such, CIPFA has indicated that this should be used as a “transitional year” for Councils, however there is still a concern about the financial stability of some Local Authorities. It is expected that this will be highlighted when income and expenditure trends start to stabilise.
- 3.13 The January 2022 Index highlighted that none of the Oldham indicators were considered to be extremely high risk or a cause for immediate concern. Compared to the February 2021 Index, a number of indicators increased in risk, however, when compared to the nearest neighbour Local Authority comparator group, the Council’s level of risk is quite low. As mentioned previously, the data for 2020/21 includes the distorting impact of COVID-19 and therefore it is difficult to make a like for like comparison with the previous year. Despite this, some of the indicators have only risen slightly and therefore it would be expected that these will reduce once the impact of COVID begins to subside.

-
- 3.14 The Index has provided some useful information and confirmed the position that, leading into 2021/22 the Council was financially resilient. It can also provide Members with some assurance as to the financial position of the Council.

The Chartered Institute of Public Finance and Accountancy Financial Management Code

- 3.15 Also as a result of the financial challenges facing the Local Government sector, CIPFA introduced the Financial Management Code with the objective being “to support good practice in financial management and to assist Local Authorities in demonstrating their financial sustainability”.
- 3.16 The Code is based upon a series of principles which are supported by specific standards of practice which CIPFA consider necessary for a strong foundation. The foundation being the ability to:
- Financially manage the short, medium and long-term finances of a Local Authority
 - Manage financial resilience to meet foreseen demands on services
 - Financially manage unexpected shocks in their financial circumstances
- 3.17 The Financial Management Code builds on the success of the CIPFA Prudential Code which requires Local Authorities to demonstrate the long-term financial sustainability of their capital expenditure. The Code is also consistent in that it is based upon principles rather than prescriptions and each Local Authority must demonstrate that they meet the requirements of this Code.
- 3.18 A report was considered by the Audit Committee on 17 January 2022, which set out how the Council complies with the Code. Whilst there are a few areas for improvement, the Council’s compliance is generally good which can give Members some further assurance about the financial management arrangements within the Council.

Financial Resilience

- 3.19 In order to comply with Section 25 of the Local Government Act 2003; the Authority’s Chief Financial Officer (the Director of Finance) is required to report on the robustness of the estimates made for the purposes of the budget calculations and the adequacy of the proposed reserves. This information enables a longer-term view of the overall financial resilience of the Council to be taken. It also reports on the consideration by the Director of Finance of the affordability and prudence of capital investment proposals. In addition, the level of general balances to support the budget and an appropriate level of Earmarked Reserves maintained by the Council, in accordance with the agreed Council Policy on Earmarked Reserves, is an integral part of its continued financial resilience supporting the fiscal stability of the Council.
- 3.20 There have been several reports issued on the subject of the financial resilience of Local Authorities alongside the CIPFA Financial Resilience Index and the implementation of a Financial Management Code. Financial resilience has been highlighted over the past year by the issuing of Section 114 notices by the London Borough of Croydon Council (LBC) and Slough Borough Council and external reviews of the financial arrangements at several Councils including most recently Wirral MBC and Peterborough City Council.

-
- 3.21 Is important to note that the Council's External Auditor (Mazars LLP) is required to form a conclusion as to whether the Council has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources. The audit review has been changed and for the 2020/21 opinion requires the demonstration of:
- Financial Sustainability - How the Council plans and manages its resources to ensure it can continue to deliver its services.
 - Governance - How the Council ensures that it makes informed decisions and properly manages its risks.
 - Improving economy, efficiency and effectiveness - How the Council uses information about its costs and performance to improve the way it manages and delivers its services.
- 3.22 As can be seen, financial sustainability and thereby financial resilience is a new and important consideration. The Council received the Annual Report on the financial year 2020/21 from the External Auditor on 17 December 2021. This included commentary on the audit of the financial statements as well an opinion on the Council's Value for Money (VFM) arrangements (outlined above). In relation to each of the three areas examined the comments were positive. The findings were that no risk of significant weaknesses in arrangements had been identified and that there were no actual weaknesses in arrangements identified. From this, Members can have some confidence in the current financial position and financial sustainability of the Council.
- 3.23 Financial resilience does depend in part on the Council maintaining an adequate level of reserves and balances. The reserves position is set out in Section 20 whilst the overall position with regard to reserves and balances is presented in a report on Reserves, Robustness of Estimates, Affordability and Prudence of Capital Investments. The reserves and balances position of the Council is projected to remain satisfactory at the end of 2021/22 and in supporting the 2022/23 budget.

4 2021/22 Revised Budget and Year End Forecasts

- 4.1 The Authority's 2021/22 budget in the sum of £254.179m was approved by Council on 4 March 2021. This was after the deployment of £16.830m of corporate and specific reserves, meaning that the underlying base budget is £237.349m. This figure of £237.349m is the starting point for the consideration of the 2022/23 budget as highlighted in the next section of the report.
- 4.2 However, it is important to note that there have been a number of further one off funding allocations and amendments since March 2021. The current net expenditure budget is £274.074m as reported in the Month 8 Financial Monitoring Report, elsewhere on the agenda. This represents an increase of £19.895m against the originally approved budget. Whilst a number of these additional funding allocations are with regard to COVID, there are also a number of other funding adjustments for business as usual issues.
- 4.3 The month 8 position highlights some key trends and pressures that have to be addressed when preparing the budget for 2022/23 and these are explained in the following paragraphs. The table below details the 2021/22 Month 8 year-end forecast position against budget for each Portfolio after the planned transfers to and from reserves:

Table 1 – 2021/22 Month 8 Year-End Forecast Position against Budget

	Budget	Forecast	In Year Use of Transfer To/(From) Reserves	Variance Month 8	Variance Quarter 2
	£000	£000	£000	£000	£000
People and Place	60,194	62,377	(2,133)	50	719
Community Health and Adult Social Care	65,098	72,788	(234)	7,455	6,815
Children's Services	50,460	56,034	(1,056)	4,518	4,281
Communities and Reform	33,783	41,198	(8,533)	(1,120)	(991)
Commissioning	309	793	-	484	525
Chief Executive	15,958	20,848	(5,466)	(576)	(224)
Capital, Treasury and Corporate Accounting	27,443	13,337	8,712	(5,394)	(5,449)
COVID-19 Funding	7,737	(352)	-	(8,089)	(8,089)
Additional Section 31 grant for Collection Fund Deficit	13,092	-	13,092	-	-
NET EXPENDITURE	274,074	267,023	4,382	(2,672)	(2,413)
FINANCED BY:					
Collection Fund Deficit	25,456	25,182	-	(274)	(274)
Use of Reserves to offset Collection Fund Deficit	(25,456)	(25,182)	-	274	274
General Use of Reserves	(16,830)	(16,830)	-	-	-
Other Financing	(257,244)	(257,244)	-	-	-
TOTAL FINANCING	(274,074)	(274,074)	-	-	-
NET FORECAST VARIANCE	-	(7,051)	4,382	(2,672)	(2,413)

- 4.4 The forecast outturn to the end of the year, after the predicted and proposed (net) transfer to reserves totalling £4.382m is a favourable variance of £2.672m. However, key financing issues to note are:
- As advised during the 2021/22 budget setting process, there is a movement from reserves of the Section 31 Grant Funding (£25.182m) for Business Rate Relief compensation which was received in 2020/21 and is being used to support the 2021/22 budget. The actual grant received following the full reconciliation undertaken at the 2020/21 year end was £0.274m less than initially anticipated.
 - There is a further movement to reserves of £13.092m which is the anticipated level of Section 31 funding for:
 - Business Rates Relief grant compensation of £8.888m which is being paid to the Council because the Government introduced a scheme to reduce Business Rates for Retail, Leisure, Hospitality and Nursery businesses in 2021/22 after the 2021/22 budget was set. The amount of grant expected has reduced since month 6 in line with more up to date information.
 - The COVID-19 Additional Relief Fund (CARF) which was announced on 15 December 2021 and will also compensate the Council for discretionary Business Rate Reliefs awarded in 2021/22 up to a value of £4.204m.
- 4.5 The £13.092m grant received will be used to offset the Collection Fund deficit that will arise in 2021/22 and will need to be addressed in the 2022/23 budget process as explained later in the report.
- 4.6 There are significant variances contained within the projected net underspend including a forecast of all the additional pressures being incurred by the Authority as part of its on-going response to the COVID-19 pandemic. Table 2 below analyses the variance between 'business as usual' and COVID costs; the former being a net underspend of £5.983m.
- 4.7 The Council has received £7.737m of general COVID support from the Government for 2021/22. Along with the estimate for Sales, Fees and Charges (SFC) income of £0.352m (the Government is providing support for SFC losses in the first quarter of 2021/22), a total of £8.089m COVID-19 funding is being used to offset a pressure of £11.400m caused by the pandemic. This leaves a residual unsupported pressure of £3.311m. As will be seen later in this report, this COVID pressure has to be addressed in 2022/23 as the Government is not providing any additional unringfenced funding to support COVID costs in 2022/23.

Table 2 - Analysis of Variances

	COVID 19 Costs included in forecasts £000	Business as Usual £000	Variance Month 8 £000
People and Place	540	(490)	50
Community Health and Adult Social Care	7,422	33	7,455
Children's Services	3,007	1,511	4,518
Communities and Reform	181	(1,301)	(1,120)
Commissioning	-	484	484
Chief Executive	250	(826)	(576)
Capital, Treasury and Corporate Accounting	-	(5,394)	(5,394)
COVID-19 Funding	(8,089)	-	(8,089)
Total	3,311	(5,983)	(2,672)

-
- 4.8 The key variances, including those related to COVID, are outlined in the following paragraphs on a Portfolio by Portfolio basis.

People and Place Portfolio

- 4.9 The People and Place Portfolio has a reported pressure of £0.050m with a proposed net use of reserves totalling £2.133m. Anticipated expenditure relating to COVID-19 accounts for £0.540m of the overspend with an offsetting 'business as usual' underspend of £0.490m
- 4.10 The Environmental Services division is forecasting a £0.555m underspend with variances including highways operations, street lighting and environmental services management. Enterprise and Skills has an adverse variance of £0.125m, largely due to the loss of Market Service income. Economic Development is forecasting an adverse position of £1.105m with pressures in the corporate landlord/Investment Estate, Schools Catering services and Strategic Housing (due to increased temporary housing costs). ICT and Customer Services have a total underspend of £0.625m due to a combination of vacancies and the offsetting of costs against COVID grants.

Community Health and Adult Social Care

- 4.11 Community Health and Adult Social Care (CHASC) is reporting an overspend of £7.455m, after a £0.234m use of reserves. The adverse variance is attributed to £7.422m of COVID-19 related expenditure, in the main due to the demand for care packages following hospital discharges. The residual adverse variance of £0.033m therefore relates to 'business as usual'. However, the underlying business as usual demand for services continues to increase with continuing pressures in Mental Health Services and Learning Disability Services.

Children's Services

- 4.12 Children's Services is forecasting an adverse variance of £4.518m of which £3.007m is related to COVID-19 and with a proposed £1.056m use of reserves. There are pressures within two main service areas: Education, Skills and Early Years at £0.210m and more significantly, Children's Social Care at £4.308m. The latter variance is being driven by on-going demand for services requiring the continuing use of agency staff to also the costs of Out of Borough Placements. Both COVID and business as usual pressures are showing a continuing upward trend.

Communities and Reform

- 4.13 Communities and Reform is reporting a favourable variance of £1.120m in the main due to vacancies and the offsetting of costs by COVID-19 grants, resulting in a business as usual favourable variance of £1.301m offset by a COVID pressure of £0.181m. There is a predicted £8.533m use of reserves (mostly Contain Outbreak Management Fund grant which is likely to be used in full during 2021/22).

Commissioning Portfolio

- 4.14 The Commissioning Portfolio is reporting an overall adverse business as usual variance of £0.484m within the Procurement Service. This is partly caused by the failure to achieve a budget reduction of £0.101m which has to be addressed in the 2022/23 budget.

The Chief Executive's Portfolio

- 4.15 The Chief Executive's Portfolio is reporting a net favourable variance of £0.576m, an operational underspend of £0.826m is offset by a £0.250m COVID-19 pressure. There are favourable variances in all areas of the Portfolio including the Finance Service and Legal Services.

Capital, Treasury and Corporate Accounting

- 4.16 In addition, Capital, Treasury and Corporate Accounting is showing an underspend of £5.394m. This is due to projected additional income being received with regard to external investments, a larger than budgeted benefit generated as a result of the pre-payment of pension contributions and other non-pay variances including reduced capital financing charges due to the reprofiling of the capital programme. These variances are expected to continue in 2022/23 and therefore are incorporated into the 2022/23 budget.
- 4.17 It is important to note that a number of 2021/22 approved budget reductions, totalling £1.807m are currently forecast not to be achieved and are therefore rated red 'off track and will not deliver'. There are also amber rated budget reductions 'off track but with measures in place to deliver' linked to these red items. The budget reduction with red and red/amber ratings are as outlined below:

CHASC

- Maximising independence through alternative models of care - £1.000m of the total £1.500m red rated, with the remaining £0.500m rated amber
- Achieving Better Outcomes: Supported Living and Learning Disabilities - £0.288m
- Out of hours call centre support for Community Health Services - £0.020m

Whilst none of these red rated budget reductions will be delivered in year, alternative savings have been identified which will make good the shortfall. In addition, the £0.500m within CHASC rated as amber will need to be monitored to ensure it does not become unachievable by the year end. Clearly, as there is only a £0.033m Business as Usual variance projected for this Portfolio area, there is some optimism with regard to achieving the off-setting savings.

People and Place

- Creating a Better Place – Projects and Assets (£1.541m) - of this budget reduction, £0.758m is expected to be delivered whilst £0.385m is rated amber with £0.398m currently rated red.

Commissioning

- Staffing reductions in the Procurement Service - £0.101m. This will not be delivered in 2021/22.

- 4.18 In total, the net position is that £0.499m of the 2021/22 approved budget reductions cannot be offset by alternative means and these will be addressed within the 2022/23 budget.

-
- 4.19 Management action has been initiated across all service areas to review and challenge planned expenditure and to maximise income. In addition, the recruitment of staff to vacant posts and significant items of expenditure continue to be monitored via a corporate process. The impact of the service and corporate actions can be seen; the positive variance reported for the first time at Quarter 2 has improved further. Action will of course continue with the aim of, at the very least, maintaining the current position to the end of the financial year. In addition, further measures are being taken to ensure non-essential expenditure is avoided unless there is a business case to support it.
- 4.20 The effectiveness of management action will be closely monitored by Directorate Management Teams with regular progress updates being provided to Portfolio holders. The local and national position in relation to COVID-19 saw the emergence of the Omicron variant with a rapid rise in the rate of infection and the introduction of Plan B restrictions from 30 November 2021. However, restrictions were lifted at the end of January although COVID-19 still continues to spread. The position remains uncertain and volatile and inevitably leads to financial uncertainty in terms of the impact. However, although no additional Government unringfenced financial support is expected beyond that already received and notified, as highlighted above, the Council is projected to close the financial year with an underspend of £2.672m.

5 Revisions to 2022/23 Budget Estimates

The Initial Budget Reduction Requirement for 2022/23

- 5.1 The Council regularly reviews the assumptions and methodologies used to calculate the budget reduction requirement as part of its Medium Term Financial Strategy (MTFS). This is informed by new or updated funding notifications from Central Government, trends in inflation, other Government policy announcements and changes in issues directly under the influence of the Council. The estimates underpinning the calculation of the budget reduction requirement are based on current performance and service delivery levels adjusted for the financial impact of previously approved budget reductions, policy decisions, expenditure pressures, and additional burdens arising from new legislation or Central Government policy initiatives.
- 5.2 Members will recall that the initial budget reduction requirement for 2022/23 that was included in the Budget Report for 2021/22 and approved by Council on 4 March 2021 was £31.900m. Also approved were budget reductions with an impact in 2022/23 of £6.050m and planned use of reserves at a value of £12.297m. This resulted in a balance of £13.553m to be addressed. However, this projection was based on a series of estimates and assumptions influenced by three major issues:
- The on-going uncertainty with regard to the COVID-19 pandemic, especially the severity of the impact and how soon the economy would recover.
 - Government only advised of guaranteed funding allocations on major funding streams until the end of 2021/22, thus making it extremely difficult to confidently predict the budget reduction requirement for financial years beyond 2021/22.
 - An increase in Council Tax of 1.99% for general purposes and a provisional estimate of 2% for the Adult Social Care Precept, (it was not until the Provisional Local Government Finance Settlement that the option of a 2% increase was confirmed).
- 5.3 Although the Spending Review (SR21) announced on 27 October 2021 gave high level indications of Central Government funding intentions, it was not until the receipt of the Provisional Local Government Finance Settlement (PLGFS) on 16 December 2021 that there was real clarity about the Government grant funding available and hence the level of budget reductions that would be required to balance the 2022/23 budget. Using the notified funding allocations, together with the revisions to the budget that have been required to address local policy issues, the impact of the pandemic including demand for Council services and other national issues affecting Local Government, the budget position has been revised. This has changed the budget reduction requirement from £31.900m to £24.431m.
- 5.4 This section of the report therefore explains the movement of the budget estimates that underpin the calculation of the updated 2022/23 budget reduction requirement.

Summary of the Adjustments to the 2022/23 Budget Reduction Requirement

- 5.5 The starting point for the calculation of the 2022/23 budget is the approved net revenue budget for 2021/22 adjusted for the use of reserves i.e. £237.349m. The table below highlights at a summary level, the movements to the budget estimates from initial forecast of £31.900m to the revised position of £24.431m.

Table 3 – Revised Budget Reduction Requirement

	2022/23 original £000	Revisions £000	2022/23 £000
Prior Year Net Revenue Budget	237,349		237,349
Total Adjustments to the Base Budget (Section 6)	10,475	(2,178)	8,297
Total Expenditure Adjustments (Section 7)	10,786	15,495	26,281
Total Development Fund (Section 8)	1,500	180	1,680
Total Impact of Levies (Section 9)	678	(411)	267
Total Expenditure	260,788	13,086	273,874
Total Government Grant Funding (Section 10)	(65,969)	(9,792)	(75,761)
Total Business Rates Income (Section 12)	(61,462)	(9,859)	(71,321)
Total Council Tax Income (Section 13)	(103,649)	403	(103,246)
Total Collection Fund (excluding the impact of business rates reliefs) (Section 14)	2,192	(1,307)	885
Total Funding	(228,888)	(20,555)	(249,443)
Budget Reduction Requirement	31,900	(7,469)	24,431

- 5.6 In total, there are revisions to the estimates as summarised above resulting in a reduction to the budget reduction requirement of £7.469m to leave £24.431m. The explanations of the key issues producing this revised estimate are set out in sections 6 to 14 of the report.

6 Adjustments to the Base Budget

- 6.1 The budget for 2021/22 contained a number of one off adjustments. The base budget must therefore be amended to remove these one-off items to establish the start position for 2022/23. In addition, as the 2021/22 financial year has progressed there have been further revisions impacting on the base budget. All these areas of change are shown in the table and described below:

Table 4 – Adjustments to the Base Budget

	2022/23 original £000	Revisions £000	2022/23 £000
2021/22 Adjustments to the Base Budget			
Adjustment for one off expenditure in 2021/22 - Covid Legacy	(7,737)		(7,737)
Adjustment for one off expenditure in 2021/22 - Domestic Abuse Safe Accommodation Grant	(578)		(578)
Adjustment for Housing Benefit Administration Grant	(40)	40	0
Flexible use of Capital Receipts 2021/22	2,000		2,000
Reversal of Use of Reserves	16,830		16,830
Reduction in contribution to partners		(200)	(200)
Procurement Framework		(506)	(506)
Treasury Management Income		(1,512)	(1,512)
Total Adjustments to the Base Budget	10,475	(2,178)	8,297

a) Adjustment for one-off COVID Related Expenditure in 2021/22 – £7.737m

The 2021/22 approved budget reflected new funding from Government to support increased expenditure for general COVID pressures across all services at a value of £7.737m. The budget has to be adjusted to reflect the reduction in grant funded expenditure.

b) Adjustment for one-off Expenditure related to a Domestic Abuse Safe Accommodation Grant - £0.578m

The 2021/22 budget included additional expenditure funded by an unringfenced grant of £0.578m to enable the Council to undertake a new duty to provide support for victims of domestic abuse and their children. This was a one-off grant and the budget has to be adjusted to reflect the reduction in grant funded expenditure.

c) Adjustment for an increase in Housing Benefit Administration expenditure - £0.040m

It had been assumed that the Housing Benefit Administration Grant would be reduced for 2022/23 by £0.040m requiring equivalent reduction in expenditure. Confirmation of grant for 2022/23 has now been received and this expenditure reduction is no longer required.

d) **Flexible use of Capital Receipts 2021/22 – £2.000m**

In preparing the 2021/22 budget, the Council took the opportunity to utilise the flexible use of capital receipts to offset £2.000m of the revenue cost of transformational projects that would deliver future ongoing revenue savings for either the Council or other public sector delivery partners. As this was a one-off adjustment, the budget has therefore been revised by £2.000m for 2022/23.

e) **Reversal of Use of Reserves – £16.830m**

The Council used £16.830m of reserves in 2021/22 to support the budget on a one-off basis. The base budget has therefore to be adjusted for the equivalent amount prior to any consideration of reserve use in 2022/23.

f) **Reduction in contribution to partners - £0.200m**

During the preparation of the 2021/22 budget it was assumed that due to the impact of the pandemic, a partner organisation would require on-going financial support to continue to provide services for the Council. Whilst the continuation of funding is required, a revised assessment of the level of support has been made. Consequently, the contribution can be reduced by £0.200m in 2022/23.

g) **Procurement Framework - £0.506m**

Members will recall that the March 2021 Cabinet meeting approved a report which identified an income generation opportunity of a potential £0.506m per annum for the four-year period 2022/23 to 2025/26 arising from the negotiation of a Construction Framework Delivery and Management Partner Concession Contract. This additional income stream requires inclusion in the 2022/23 to 2025/26 budget.

h) **Treasury Management Income – £1.512m**

The 2021/22 budget was adjusted to reflect the impact of COVID on the Treasury Management budget and therefore an anticipated loss of income from dividends, interest and other contributions. However, as is evidenced by the month 8 monitoring report, some of this income has not reduced as expected and has continued to be received. There is confidence that it will continue into 2022/23, so the Treasury Management income budget can be adjusted by £1.512m.

6.2 The overall impact of adjustments to the base budget for all the issues outlined above is £8.297m (a reduction of £2.178m compared to the original estimate of £10.475m).

7 Expenditure Adjustments

7.1 A range of budget adjustments and pressures have been identified during the preparation of the 2022/23 budget. The table below presents the range of adjustments with explanations following on.

Table 5 - 2022/23 Expenditure Adjustments

	2022/23 original £000	Revisions £000	2022/23 £000
Expenditure Adjustments			
2021/22 Unachieved Savings		499	499
Investment Fund	1,488	(5,254)	(3,766)
Pay Inflation	1,900	(400)	1,500
National Insurance / Health and Social Care Levy Increases		990	990
Contractual and Service Inflation	1,750	880	2,630
Energy Price Inflation		1,500	1,500
Dedicated Schools Grant - Inherited Liabilities		212	212
Home to School Transport - additional costs		750	750
Children's Social Care - additional service pressures	1,400		1,400
Development of the Systems and Service Intelligence Team for Children's, Adults and Education services	272	600	872
Adult Social Care Pressures	1,900	864	2,764
Expenditure funded by Adult Social Care Precept (ASCP) - Including £0.990m to fund the Living Wage Foundation National Living Wage	2,076	(50)	2,026
Adult Social Care Reform – Impact of Market Sustainability and Fair Cost of Reform Fund		758	758
Increased expenditure funded by the passporting of Public Health Grant		164	164
Revenues and Benefits Service New Burdens		13	13
Organisational Redesign		1,300	1,300
Increase in the budget to reflect the cost of the Procurement function		250	250
COVID Legacy Costs		12,000	12,000
Up-front Investment to Support 2023/24 Budget Reductions		405	405
Revised Parish Precept		14	14
Total Expenditure Adjustments	10,786	15,495	26,281

7.2 A summary of each of these adjustments is set out in the following paragraphs:

a) **2021/22 Unachieved Savings - £0.499m**

Budget monitoring for the financial year 2021/22 has identified that for the financial year 2022/23 previously agreed budget reductions totalling £0.499m cannot be achieved or offset by compensating recurring savings in the service and therefore impact on the 2022/23 budget. As outlined in Section 4, these relate to:

- PPL-BR1-401 Creating a Better Place – Projects & Assets (£1.541m): Whilst some good progress has been made to take forward the Projects and Assets

budget reduction, it is expected to deliver £1.143m in 2021/22, a shortfall of £0.398m. This will however be reprofiled into a 2023/24.

- COM-BR1-411 - Procurement Staffing Reduction (£0.101m): This will not be delivered and there are no remedial actions being taken to address this shortfall.

b) Investment Fund - £3.766m Reduction

The original 2021/22 budget assumed that there would be an increase of £1.488m in the budget due to increased borrowing costs to fund the capital programme. Reflecting the budget monitoring position at month 8, it is now evident that the planned programme of expenditure has changed in part due to the ongoing impact of the Coronavirus pandemic and the receipt of additional capital grant from the Government. As a result, the estimates in this area have been adjusted by £5.245m producing a benefit to the Council of £3.766m in 2022/23.

c) Pay Inflation – £1.500m

When the initial budget estimate for pay inflation was prepared it was assumed that, pending any agreement made by the National Employers for Local Government Service, an inflationary increase of 2.5% would be required at a value of £1.900m. However, this has been reassessed at 2% reducing the budget requirement by £0.400m to £1.500m.

d) National Insurance / Health and Social Care Levy Increases - £0.990m

As part of the Government's initiative to reform health and social care, a national insurance increase of 1.25% is applicable from 1 April 2022. It has been calculated that in order to finance the increased cost for the Council, MioCare Group CIC and the Unity Partnership Ltd, that additional costs of £0.990m will be incurred. The increase in resources received from Government in the Provisional Local Government Finance Settlement is intended to provide some compensation for the increased cost.

e) Contractual and Service Inflation – £2.630m

An initial calculation of contractual and service inflation indicated that £1.750m would be sufficient to cover such costs in 2022/23. Given the recent increase in inflationary pressures, it was considered prudent to increase provision by £0.880m to a value of £2.630m.

f) Energy Price Inflation – £1.500m

Due to the rapid increase in energy costs over recent months it is anticipated, based on the latest information, that energy prices will increase considerably for 2022/23. This is anticipated to add £1.500m to the Council's energy bill and overall savings requirement (in addition £1.000m will be held in reserves in case the pressure increases during the year).

g) Dedicated Schools Grant (DSG) - Inherited Liabilities – £0.212m

There is a requirement to fund historic costs e.g. on-going pension liabilities, which can no longer be funded by the DSG but nonetheless continue to be incurred. This cost has been calculated at £0.212m for 2022/23.

h) **Home to School Transport – £0.750m**

During 2021/22 grant funding has been received to offset additional home to school transport costs arising specifically from COVID. However, the number of children requiring transport is continuing to rise with routes for the Spring and Autumn term 2022, having been recently agreed. As such there is an additional pressure of £0.750m.

i) **Children's Social Care Additional Service Pressures - £1.400m**

Initial forecasts included budgetary provision of £1.400m for Children's Social Care demand pressures. As is evidenced by the in-year financial monitoring information, this additional provision is still appropriate for 2022/23.

j) **Development of the Systems and Service Intelligence Team for Children, Adults and Education Services - £0.872m**

An initial estimate (£0.272m) was made of the additional cost of increasing the support for the systems and service intelligence team for children, adults and education services. However, this has now been reassessed at £0.872m, thus requiring additional funding of £0.600m.

k) **Adult Social Care Pressures - £2.764m**

In recognition of the financial pressures experienced by the service in 2021/22, the national trends in Adult Social Care (ASC) expenditure including wage inflation the ASC budget has been increased by £2.764m.

l) **Expenditure funded by Adult Social Care Precept (ASCP) - Including £0.990m to fund the Living Wage Foundation National Living Wage– £2.026m**

The initial budget estimate for 2022/23 assumed an increase in the Adult Social Care Precept (ASCP) of 2%, comprised of a 1% deferred from 2021/22 and a further 1% together with an increase in the Council Tax Tax Base. However, after the 2021/22 budget was set, there was uncertainty that a full 2% ASCP increase would be possible. Confirmation was only received with the issue of the PLGFS in December 2022.

Although the 2% increase generates a slightly lower sum (£0.050m) than was initially estimated (the impact of a reduced Council Tax Tax Base) it nonetheless provides £2.026m of resources. Of this sum £0.990m (1%) will be used specifically to enable the Council to work with ASC providers to implement the Living Wage Foundation National Living Wage for care staff from 1 October 2022.

m) **Adult Social Care – Impact of the Market Sustainability and Fair Cost of Care Fund - £0.758m**

The PLGFS announced a new grant (the Market Sustainability and Fair Cost of Care Fund) to allow for preparatory work to take place prior to the wider revisions to the Adult Social Care system from April 2023. This funding, at a value of £0.758m, has been passported in full to fund additional spending in the Adult Social Care service to undertake the new work.

n) **Increased Expenditure Funded by the passporting of Public Health Grant – £0.164m**

The Public Health Grant (PHG) allocations were announced after the budget for 2021/22 was set and this additional funding of £0.164m was passported to the service. A revision to the recurrent expenditure budget is therefore required to reflect the increased expenditure funded by the additional PHG received during 2021/22.

o) **Revenues and Benefits Service New Burdens – £0.013m**

A number of small new burdens grants to support Revenues and Benefits services have been notified. These grants are to compensate the Council for the costs of additional activities which require the revenue budget to be increased by £0.013m.

p) **Organisational Redesign – £1.300m**

Pump priming funding is being provided to support a programme of organisational redesign aimed at improved organisational efficiency and effectiveness as well as delivering budget reductions in future years. This £1.300m increased expenditure will be funded from reserves set aside for corporate transformational projects.

q) **Increase in the budget to reflect the cost of the Procurement function - £0.250m**

The budget for the Procurement Team requires rebasing to reflect current costs and financial forecasts at a value of £0.250m.

r) **Covid Legacy Costs - £12.000m**

The most up to date estimates suggest that £12.000m will be required to fund the legacy impact of the pandemic (the month 8 monitoring report highlights a pressure of £11.400m). However, the position remains subject to change, especially with regard to the impact of the Omicron variant. Therefore, £2.000m of reserves will also be set aside in case the financial pressure increases once 2022/23 begins.

s) **Up-front Investment to Support 2023/24 Budget Reductions - £0.405m**

There are two budget reductions that are presented later in the report which require up-front investment in 2022/23 to support longer term cost savings as follows:

1) ASC-BR1-548: Smarter Ways of Working £0.095m (made up of two elements)

a) E-payment solution - £0.045m

This investment is required to for the acquisition of an up-front payment solution IT system at £0.030m and £0.015m for the development and implementation costs.

b) Review of Residential and Nursing Pathway - £0.050m.

This investment is required to support system improvement and changes to the Mosaic client management system.

2) ASC-BR1-552: Review Care and Support Plans - £0.310m

There will be a requirement for up-front investment to create additional capacity to undertake targeted reviews to focus on high cost community care and support packages, low cost packages, care home packages with additional 1:1 support, medication only calls, and double handed care calls. This investment is intended to produce a revenue budget reduction from 2023/24. This will be a recurrent cost but in future years is netted off the budget reduction being generated.

t) **Parish Precepts - £0.014m**

There has been an increase to the level of Parish Precepts expenditure as a result of the change to the Tax Base and the increases set by the respective Parish Councils. The Saddleworth Parish Precept has increased by £0.010m and the Shaw and Crompton Parish Precept by £0.004m (a total increase of £0.014m). This change has no detrimental impact to the Council as it will be fully funded by the increased Parish Precept income (see paragraphs 13.22 to 13.25).

7.3 Overall the impact of all of the expenditure pressures outlined above is £26.281m which is £15.495m higher than the initial estimate, primarily due to the inclusion of a COVID legacy pressure of £12.000m.

7.4 In addition to the Reserves held for Energy price inflation and COVID pressures, there are further reserves available should there be contractual or service pressures above the current budgetary provision.

8 Development Fund

- 8.1 The original 2022/23 budget included an allocation of £1.500m to facilitate the funding of corporate priority developments which may be identified subsequent to or during the budget process. This has been increased by £0.180m to £1.680m. The table below presents the priorities for 2022/23 and the use of the £1.680m allocation in full.

Table 6 – Development Fund

	2022/23 original	Revisions	2022/23 Expected
	£000	£000	£000
Development Fund	1,500	(1,500)	0
Clean Street Initiative		1,000	1,000
District Partnership Working		300	300
Improved Customer Engagement		200	200
District Youth Work		80	80
Queen's Jubilee Celebrations		100	100
Total Development Fund	1,500	180	1,680

- 8.2 The initiatives that have been funded are:

- a) **Clean Streets Initiative - £1.000m**
The clean streets initiative has emerged as a key priority for the Council and was approved at the July 2021 Cabinet. It is anticipated that this initiative will utilise £1.000m of the Development Fund in 2022/23 covering staffing and other costs.
- b) **District Partnership Working - £0.300m**
In line with the Administration's priorities, it is planned to invest £0.300m to enhance the present District Partnership working arrangements during 2022/23.
- c) **Improved Customer Engagement – £0.200m**
Another Administration priority is to improve opportunities for customers to engage with Council Services, particularly "in-person" engagement. In this regard, it is planned to invest £0.200m from the Development Fund to enhance the Council's customer provision.
- d) **District Youth Work - £0.080m**
This additional £0.080m investment will support working with youth on the streets across the borough, to reduce anti-social behaviour and engage young people in more positive activities.
- e) **Queen's Jubilee Celebrations - £0.100m**
The Council will invest £0.100m to support activities in the Borough to celebrate the Queen's Platinum Jubilee. This will be a one-off non-recurrent budget requirement and will be funded in 2022/23 from a specific reserve.

9 Levies

- 9.1 Members will be aware that the Greater Manchester Combined Authority charges the Council for Waste Disposal and Transport Services in the form of levies and a statutory charge. It also charges for some other regionally provided services. In addition the Environment Agency also charges a levy for services. The Council has no discretion over the payment of levies and statutory charges.

GMCA – Waste Disposal Levy

- 9.2 It is anticipated that the Council will be formally notified of the Waste Disposal levy for 2022/23 after the meeting of the GMCA on 11 February 2022. Provisional figures estimate an increase of £0.282m taking the 2022/23 levy to a value of £17.174m.

GMCA – Transport Levy and Statutory Charge

- 9.3 The GMCA will also consider its 2022/23 Transport Levy and Statutory Charge payable by the Greater Manchester Districts on 11 February 2022. Oldham's Transport Levy is expected to unchanged from that of 2021/22 at a value of £8.844m. The Statutory Charge is expected to reduce by £0.017m to a value of £7.233m.

Contributions to GM-Wide Activities

- 9.4 The GMCA will also consider its 2022/23 budget on 11 February 2022 and contributions to GM wide activities are expected to be unchanged at a total value of £0.786m.

Environment Agency Local Levy

- 9.5 On 2 February 2022 the Environment Agency provided the Council with a provisional levy charges for the 2022/23 financial year and then from 8 February 2022 onwards will advise of any amendments made as a result of changes to provisional data.
- 9.6 For planning purposes, it had been assumed that the levy will increase in line with previous years and whilst not of a significant value, £0.002m has been added to the estimates for 2022/23. This was anticipated in the original forecasts and as such does not represent a change.

Summary of Levies/Contributions

- 9.7 The changes to the estimates relating to Levies are summarised in the table below and show a total revised increase of £0.267m.

Table 7 – Impact of Levies

	2022/23 Forecast Increases at 04/03/2021 £000	Change £000	2022/23 Revised Forecasts £000
GMCA - Waste Disposal Levy	338	(56)	282
GMCA - Transport Levy	177	(177)	0
GMCA – Transport Statutory Charge	145	(162)	(17)
Contributions to GM-Wide Activities	16	(16)	0
Environment Agency Levy	2	0	2
Total Levies	678	(411)	267

- 9.8 The table below presents the overall expected position for GMCA levies/charges and the Environment Agency Levy. GMCA will confirm its levies / charges at its meeting on 11 February 2022. It shows an overall expected increase of £0.267m in line with the table above.

Table 8 – Levies/Contributions for 2022/23

Levy/Contribution	2021/22 Budget £000	2022/23 Budget £000	Difference £000
GMCA - Waste Disposal Levy	16,892	17,174	282
GMCA - Transport Levy	8,844	8,844	0
GMCA - Transport Statutory Charge	7,250	7,233	(17)
Contributions to GM-Wide Activities	786	786	0
Environment Agency	111	113	2
Levies/Contributions for 2022/23 and change from 2021/22	33,883	34,150	267

10 2021 Spending Review, Provisional Local Government Finance Settlement (including Council Tax and Referendum Limits) and Unringfenced Grants.

10.1 A key element when determining revisions to the 2022/23 budget reduction requirement is the impact of Government funding announcements. The Government announced a three year Spending Review on 27 October 2021. Whilst this set out indicative funding levels for the Local Government sector, it was not until the Provisional Local Government Finance Settlement was issued on 16 December 2021 that the detailed impact could be determined. The impact of these announcements is set out below.

2021 Spending Review

10.2 On 27 October 2021, the Government presented the Autumn Budget and a three year Spending Review covering the period 2021/22 to 2024/25 (SR21). Key funding announcements affecting Local Government which have an impact on this report included:

- An estimated average increase in real terms Core Spending Power (CSP) of 3% a year - however, this 3% increase was dependent on Councils increasing Council Tax to the maximum permitted extent.
- The receipt by English Councils of £1.6bn of new grant funding in 2022/23 to 2024/25 on top of the funding to implement social care reform, including an additional £200m for the Supporting Families Programme.
- £3.6bn for Local Government over the SR21 period to implement the new Adult Social Care system and implement the cap on personal care costs and changes to the means test as well as help Councils better sustain their local care markets by moving towards a fairer cost of care.
- Confirmation that the Public Health Grant will be maintained in real terms over the Spending Review period.
- £37.8m of additional funding over the SR21 period to tackle cyber security challenges and invest in Local Authority cyber resilience.
- £34.5m over the period to strengthen local delivery and transparency and establish the Audit Reporting and Governance Authority as the new local audit systems leader and help Councils meet new transparency requirements.
- £4.7bn by 2024/25 for the core schools' budget in England over and above the Spending Review 2019 settlement (which had already announced significant increases).
- The referendum threshold for increases in Council Tax for general purposes was provisionally announced at 2% per year. In addition, Local Authorities with social care responsibilities were also expected to be able to increase the Adult Social Care Precept by up to 1% per year (in addition to any increase deferred from 2021/22 – which for Oldham was 1%).

10.3 A separate report was published alongside SR21 entitled Business Rates Review: Final Report. Its findings were interwoven within the SR21 document. Matters impacting on 2022/23 were specifically:

- The freezing of the Business Rates multiplier in 2022/23 keeping the multipliers at 49.9p (small business multiplier) and 51.2p (standard multiplier).
- A new one-year Retail, Hospitality and Leisure Business Rates Relief for 2022/23 with eligible businesses receiving 50% relief up to a cap of £110,000 per business.
- The existing Small Business Rate Relief system will be unchanged.

Provisional Local Government Finance Settlement (LGFS)

- 10.4 The 2022/23 Provisional Local Government Finance Settlement (PLGFS) was released on 16 December 2021. It was announced by the Secretary of State for Levelling Up, Housing and Communities the Rt. Hon Michael Gove MP, and set out the Government's formal proposals for the funding of English Local Authorities in 2022/23.
- 10.5 Rather than provide funding spanning a three year timeframe, this was a one-year settlement. Indeed, it was the fourth consecutive one-year Local Government Finance Settlement. It is clear that the emphasis was on providing stability, through rolling forward key elements of the 2021/22 settlement; alongside extra cash for priority areas, such as social care. This settlement is designed to maximise the scope for manoeuvre in implementing the reform of Local Government finance in later years.
- 10.6 Following the Spending Review 2021 the Government already has information regarding the resources available for years two and three of the spending period (2023/24 and 2024/25) but has chosen not to provide detailed allocations to individual Local Authorities. Therefore Authorities are not able to prepare a Medium Term Financial Strategy (MTFS) with firm funding allocations. As such, the Council's MTFS must remain indicative.
- 10.7 Included in the Provisional Settlement was key funding information for Local Authorities in relation to:
- Baseline funding levels for 2022/23.
 - Council Tax referendum limits.
 - Grants for 2022/23.
- 10.8 Councils have the opportunity to submit consultation comments on the Provisional Settlement. The Government has issued specific consultation questions in relation to the Settlement to which a response was requested by 13 January 2022. The Council submitted a response.

Settlement Funding Assessment

- 10.9 The Settlement Funding Assessment (SFA) is a Government calculated figure which includes the Revenue Support Grant (RSG) and the Baseline Funding Level (BFL). The BFL comprises Business Rates Top Up Grant plus the Government's assessment of Business Rates that can be collected locally (known as Business Rates Baseline). GM Districts do not currently receive any RSG as they are piloting 100% Business Rates retention and thus utilise their locally collected Business Rates.

National Position

- 10.10 The figures presented in the PLGFS and the following table show a national increase in SFA from £16.207bn in 2021/22 to £16.282bn in 2022/23. This represents a 0.46% increase in national funding.

Table 9 – SFA for England

SFA for England	2021/22	2022/23	Change
	£m	£m	£m
Settlement Funding Assessment	16,207	16,282	75
of which:			
Revenue Support Grant	1,622	1,672	50
Baseline Funding Level	14,585	14,610	25

Oldham Council

- 10.11 The Oldham SFA presented in the table below shows an increase of £0.527m from £99.074m in 2021/22 to £99.601m in 2020/21. This represents a 0.53% increase, slightly higher than the increase in overall national funding.

Table 10 – SFA for Oldham

SFA for Oldham	2021/22 £000	2022/23 £000	Change £000
Settlement Funding Assessment	99,074	99,601	527
of which:			
Revenue Support Grant	0	0	0
Baseline Funding Level	99,074	99,601	527

- 10.12 The table below shows the contingent parts included in the Government's Settlement Funding Analysis figures with only the Baseline Funding Level and Revenue Support Grant elements being uplifted by the multiplier.

Table 11 – SFA Funding Streams

Funding Stream	2021/22 £000	2022/23 £000	Change £000
Baseline Funding Level	64,792	64,792	0
Revenue Support Grant	17,066	17,593	527
Public Health Grant	17,216	17,216	0
Total Settlement Funding Assessment	99,074	99,601	527

- 10.13 It can be seen that the increase is in its entirety due to an inflationary increase for Revenue Support Grant and the Baseline Funding Level remains the same as in 2021/22. Public Health Grant allocations have yet to be notified for 2022/23 and, until notified otherwise, it is assumed to roll over at the same value as in 2021/22. As per previous practice any increase to the Public Health Grant will be passported direct to the service and does not impact on the budget gap.

Core Spending Power

- 10.14 Published alongside the PLGFS were the Government's estimates of Core Spending Power (CSP). This is the Government's assessment of the expected revenue resources available to Local Authorities in 2022/23 using Office for Budget Responsibility estimates.
- 10.15 The Provisional Settlement included detail by individual Authority and the amounts for Oldham are shown in the table below.

Table 12 – Core Spending Power

Core Spending Power for Oldham	2021/22 £000	2022/23 £000	Change £000
Core Spending Power	204,170	220,790	16,620

- 10.16 Whilst the settlement Core Spending Power implies the Council has £16.620m more resources than in 2021/22, the Government's CSP figures include assumptions as to the growth of the tax base and the maximisation of annual Council Tax increases that are not all in line with the Council's own budget assumptions and estimates.

Council Tax & Referendum Limits

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

Council Tax Increases

- 10.18 Within the Provisional LGFS, the Government confirmed the referendum limit for general Council Tax at a maximum increase of 2% for 2022/23. As in previous years, Parish Councils remain excluded from the referendum limits.

Adult Social Care Precept

- 10.19 The threshold for Adult Social Care (ASC) Precept increases is at a maximum of 1% for 2022/23 alongside the ability to add up to an additional 3% of unused ASC Precept from 2021/22. Oldham Council has 1% of unused precept from 2021/22 (after an increase of 2% in 2021/22) so therefore the total applicable referendum limit for Oldham for the ASC precept for 2022/23 is 2%. There remains a requirement to evidence that the funds generated from this precept are used for Adult Social Care expenditure.

Mayoral Combined Authorities

- 10.20 The Government has not set Council Tax referendum principles for Mayoral Combined Authorities or general Mayoral functions for 2022/23. In Greater Manchester, the Mayor also has responsibility for Fire Services and the Government has capped the increase for Fire Services precepts at £5. The GM Mayor and the Greater Manchester Combined Authority will consider any increases through its budget setting processes and will advise the ten District Councils of final precepts on 11 February 2022.

Police and Crime Commissioners

- 10.21 The Government has set Council Tax referendum principles for Police and Crime Commissioners (including the GM Police and Crime Commissioner Precept) capping increases at £10. Precept intentions for 2022/23 will be taken by the GM Mayor as Police and Crime Commissioner in accordance with its budget setting timetable.

Final Local Government Finance Settlement

- 10.22 The Final Local Government Finance Settlement is to be issued in the week beginning 7 February 2022. Once the information is received, its impact will be incorporated into the version of the 2020/23 Revenue Budget report presented to Budget Council on 2 March 2022.

Main Unringfenced Government Grants Announced in or Derived from the Provisional Local Government Finance Settlement

- 10.23 The Provisional Local Government Finance Settlement (PLGFS) and associated announcements provided information about some but not all the Government grant funding that the Council is expecting to receive in 2022/23. However, as is shown in the table below and the accompanying commentary, the Council has received a considerable increase in general grant funding. However, there is no specific funding for COVID related costs or the increase in National Insurance Contributions, so the additional funding has to address all the pressures being experienced by the Council. As advised earlier, the COVID related pressures are expected to be £12.000m. Therefore the increase in grant of £9.792m must be considered in this context.

Summary of Government Grants Linked to the Provisional LGFS

- 10.24 A summary of all grants notified or anticipated (for which a sum has been assumed) as included in the PLGFS is shown in Table 13 below. Total funding equals £75.761m which is £9.792m higher than the forecasts presented to Council on 4 March 2021.

Table 13 – Government Grants

	2022/23 original £000	Revisions £000	2022/23 £000
Government Grant			
Business Rates Top Up	(42,118)	(321)	(42,439)
Improved Better Care Fund Grant	(10,859)	(328)	(11,187)
Social Care Support Grant	(8,947)	(3,185)	(12,132)
Lower Tier Services Support Grant	(407)	(21)	(428)
Independent Living Fund Grant	(2,500)	(80)	(2,580)
Housing Benefit Administration Grant	(778)	(46)	(824)
Council Tax Administration Grant	(360)	(11)	(371)
New Homes Bonus Grant	0	(562)	(562)
2022/23 Services Grant	0	(4,467)	(4,467)
Market Sustainability and Fair Cost of Care Fund	0	(758)	(758)
Revenues and Benefits Service New Burdens	0	(13)	(13)
Total Government Grant Funding	(65,969)	(9,792)	(75,761)

- 10.25 The unringfenced Government Grants notified or expected for 2022/23 are detailed below:

a) Business Rates Top Up - £42.439m

Business Rates top up grant for 2022/23 is £42.439m as notified in the PLGFS. This is £0.321m more than anticipated. It is, however, expected that there will be an allocation of Public Health Grant which, due to the Council piloting 100% Business Rates Retention, will have the impact of increasing the Business Rates Top Up grant. This will not improve the financial position of the Council as its policy is to passport the Public Health grant in full to the service.

b) Improved Better Care Fund Grant - £11.187m

The PLGFS confirmed the Improved Better Care Fund for 2022/23 at £11.187m, which is £0.328m higher than the estimated sum as a result of an inflationary increase.

c) Social Care Support Grant - £12.132m

The PLGFS confirmed an increase in the unringfenced Social Care Support Grant which is a grant provided to support expenditure on both Adults and Children's Social Care. The 2021/22 element of the grant remains the same at a value of £8.947m and two new elements have been introduced, equalisation for the ASCP flexibility for 2022/23 at a value of £0.583m and an additional funding stream of £2.602m linked to the Adult Social Care Relative Needs Formula (RNF) and is therefore weighted towards Authorities with higher levels of deprivation. The total funding from this grant for 2022/23 is therefore at a value of £12.132m, a total increase of £3.185m as presented below:

Table 14 – Social Care Support Grant

Social Care Support Grant	PLGFS 2022/23 £000	Expected Position £000	Variance £000
Rollover of Social Care Grant for 2021/22	(8,947)	(8,947)	
Element used to equalise for 1% ASC precept flexibility for 2022/23	(583)		(583)
Additional funding through existing ASC RNF for 2022/23	(2,602)		(2,602)
Total	(12,132)	(8,947)	(3,185)

d) Lower Tier Services Grant - £0.428m

The Government introduced the Lower Tier Services Grant in 2021/22 to support Local Authorities with responsibility for lower tier services (e.g. homelessness, planning, recycling). This has been continued into 2022/23 and increased from £0.407m in 2021/22 by £0.021m to £0.428m.

e) Independent Living Fund Grant - £2.580m

Whilst there has been no notification of grant allocations for 2022/23, the current assumption is that there will be a small increase in funding of £0.080m over that anticipated resulting in a revised grant of £2.580m.

f) Housing Benefit Administration Grant - £0.824m

The Council has received notification of the 2022/23 funding allocation from the Department of Work and Pensions at a value of £0.824m, an uplift of £0.046m compared to the 2021/22 funding allocation and the original estimate.

g) Council Tax Administration Grant - £0.371m

The Council Tax Administration grant has yet to be notified, however, it is anticipated that the grant will increase by £0.011m over the previous estimate and therefore be received at a sum of £0.371m.

h) New Homes Bonus Grant - £0.562

It was previously expected that the New Homes Bonus Grant would cease at the end of 2021/22, however, the PLGFS included provision to continue the scheme for another year and confirmed Oldham's allocation at a value of £0.562m.

i) 2022/23 Services Grant – £4.467m

A new grant for 2022/23 is the Services Grant which has been provided to all tiers of Local Government. Oldham will receive an allocation of £4.467m in 2022/23. This has been allocated on a one-off basis but it is expected that it will be redistributed from 2023/24 as part of the reform of Local Government funding and the levelling up agenda.

j) Market Sustainability and Fair Cost of Care Fund - £0.758m

A new grant has been made available with a funding allocation nationally of £162m. This is aimed at supporting activities in preparation for Adult Social Care reform. This is to enable Councils to prepare their markets for Adult Social Care Reform and to help move towards paying a fair cost of care. Oldham will receive an allocation of £0.758m in 2022/23. The activities that the Government expects Councils to undertake include:

- Conducting a cost of care exercise to determine sustainable rates and how close they are to paying those rates.
- Engaging with local providers to improve data on costs and numbers of self-funders, to assist them in undertaking the impact of reform on the market (in particular 65+ in residential care, but also domiciliary care).
- Strengthening capacity to plan for and execute greater market oversight and improved market management, ensuring markets are positioned to deliver on reform ambitions.

Given the nature of the grant, the funding has been used to directly support anticipated additional costs for implementing the expected activities (see paragraph 7.2 (m)).

k) Revenues and Benefits Service New Burdens - £0.013m

The Department of Work and Pensions has notified of a number of small new burdens grants to recompense the Authority for additional requirements. These include the cost of additional activities required to support Universal Credit claimants that are living in temporary or supported accommodation and receive their housing costs through Housing Benefit, the migration to Universal Credit and compliance with the single fraud investigation service. Again, the funding has been used to directly support anticipated additional costs for implementing the additional requirements (see paragraph 7.2 (o)).

11 Ringfenced Grants

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

Dedicated Schools Grant

- 11.2 The Dedicated Schools Grant (DSG) is a ringfenced grant payable to Local Authorities by Government for the funding of schools. For several years, the Government has been changing the way it distributes schools funding via the DSG from locally agreed arrangements towards a standard means of allocating resources. This is known as the National Funding Formula.
- 11.3 The overall DSG allocation was confirmed at £297.200m in information accompanying the PLGFS on 16 December 2021. Further details regarding the DSG are included in **Appendix 1**.

Supporting Families (formerly Troubled Families) Programme

- 11.4 The Supporting Families Programme aims to support families with deep rooted problems relating to issues such as crime and antisocial behaviour, education, life chances, living standards, domestic abuse and mental and physical health. It provides much-needed support to improve outcomes for children and families on these issues. The programme is delivered through a devolved agreement between Government and Greater Manchester via a Reform Investment Fund. In 2021/22, Greater Manchester received £10.926m and Oldham's allocation was £0.868m with a target of supporting an additional 400 families (numbers reduced due to COVID-19). In the October 2021 Spending Review, the Chancellor committed to a continuation of the programme for the next three financial years with an additional £200 million nationally over this period. This will result in around a 40% real-terms uplift in funding for the programme by 2024/25
- 11.5 On 3 February 2022, the Government announced allocations for 2022/23 with Greater Manchester receiving £15.173m. District level allocations for 2022/23 are expected to be notified over the next few weeks but clearly given the significant increase in funding for GM, it is not anticipated that the Oldham allocation will be less than that received in 2021/22.

Housing Benefit Scheme / Housing Benefit Subsidy Grant

- 11.6 The Council receives Housing Benefit Subsidy Grant funding from the Department for Work and Pensions (DWP) to fund the costs of operating the Housing Benefits scheme. Allocations are determined on the submission of a Local Authority's initial estimate for its anticipated levels of rent allowances and rent rebates within a financial year. A revised estimate takes place mid-year. In addition to these estimates the DWP also allocates an amount for the administration of the scheme which is based on the number of new housing benefit claims and overall caseload.

-
- 11.7 In 2021/22 the Council is currently forecasting £44.224m of funding for Housing Benefit from the DWP. This allocation is likely to be reduced during 2022/23 as Housing Benefit caseloads continue to fall as a direct result of the transition to Universal Credit (UC). The estimated 2022/23 position will be captured following the Council's submission of updated information in accordance with the statutory deadline of 1 March 2022.

Discretionary Housing Payments (DHP)

- 11.8 The Council is awaiting notification of DHP grant allocations for 2022/23. For the 2021/22 financial year, the amount received by the Council was £0.605m and it is expected that the allocation for 2022/23 will be at a similar level. When received, this will be treated as a ringfenced grant as Authorities are required to provide a statement of grant usage and to return any unspent DHP allocation to the Government at the end of each financial year.

Homelessness Prevention Grant

- 11.9 The Government has announced continuation of a ringfenced grant to tackle homelessness and rough sleeping. Allocations have been notified and a grant of £0.553m has been awarded in 2022/23.
- 11.10 Homelessness Prevention grant is to give Local Authorities control and flexibility in managing homelessness pressures and supporting those who are at risk of homelessness. The Government expects it will be used to:
- Enforce the Homelessness Reduction Act and contribute to ending rough sleeping by increasing activity to prevent single homelessness.
 - Reduce family temporary accommodation numbers through maximising family homelessness prevention.
 - Eliminate the use of unsuitable bed and breakfast accommodation for families for longer than the statutory six week limit.

12 Business Rates and Grant in Lieu of Business Rates

- 12.1 As Government grant funding reduced, locally generated income from Business Rates provided an increasing proportion of funding for Council services. This income is driven by the rateable value of business premises and the Government notified business rates multiplier. There are however, a range of other factors such as Government policy announcements, empty premises and local economic conditions that influence the level of Business Rates that can be collected. A key influence of Business Rates income has been the granting of a range of reliefs and discounts which has generated Grants in Lieu of Business Rates as explained at 12.13 and 12.14.
- 12.2 As advised in SR 21 the PGLFS confirmed the freezing of the Business Rates multiplier in 2022/23, therefore the multipliers are:
- non-domestic rating multiplier: 51.2p
 - small business non-domestic rating multiplier: 49.9p
- 12.3 The impact of Retained Business Rates and Grants in Lieu of Business Rates on the 2022/23 budget is set out in the following table, comparing the original 2022/23 estimate to the expected position.

Table 15 – Business Rates

	2022/23 original £000	Revisions £000	2022/23 £000
Locally Generated Income - Business Rates			
Retained Business Rates	(50,619)	(1,231)	(51,850)
Grant in Lieu of Business Rates	(10,843)	(8,628)	(19,471)
Total Business Rates Income	(61,462)	(9,859)	(71,321)

- 12.4 The key financial implications for the 2022/23 budget are explained in the following paragraphs.

Retained Business Rates

- 12.5 On 1 April 2017, the GMCA, Oldham Council and the nine other GM districts commenced a pilot scheme for the 100% local retention of Business Rates. Under the pilot scheme, additional Business Rates income was initially offset by reductions in other funding streams such as Revenue Support Grant and Public Health Grant in exchange for the local retention of all future growth in Business Rates revenue (rather than just 50% as is the case with the national scheme of rates retention). The pilot scheme has delivered financial benefits for its participants. Whilst there has been some uncertainty as to the continuation of the 100% Business Rates retention piloting arrangements, the PLGFS advised that the pilot scheme would continue for at least 2022/23.
- 12.6 It was initially anticipated that Retained Business Rates income for 2022/23 would be £50.619m and assumed the continuation of the pilot scheme as outlined above. The estimate was prepared before the notification by Government of Business Rate Reliefs applicable from 1 April 2022, which has the impact of reducing the amount of Business Rates that can be billed. Despite the reliefs (for which the Council will receive compensation through Grant in Lieu of Business Rates (see paragraph 12.13)), the estimated level of Business Rates has increased by £1.231m to £51.850m. This increase is in part the consequence of the assumption of a benefit of £3.421m from the Business Rates pilot

scheme for 2022/23. The current arrangements are that the Council can retain 50% of this benefit with the balance attributable to the GMCA. The Council's share, £1.711m will be made available to support the 2022/23 budget whilst the GMCA share will be transferred to a reserve to be paid to the GMCA once the final position has been agreed. It is important to note that these figures will only be confirmed at the end of 2022/23.

- 12.7 The level of Business Rates to be relied upon for budget setting (the Business Rates Tax Base) has to be formally approved by Cabinet. A report setting out the estimated Tax Base was presented to Cabinet on 24 January 2022. However, under the current Local Government finance system introduced on 1 April 2013, local billing authorities are required to prepare and submit to the Government a locally determined and approved Business Rates forecast through the National Non-Domestic Rates (NNDR 1) return by 31 January each year. This has provided the opportunity to review the Business Rates income and grant assumed for 2022/23 budget setting subsequent to the Cabinet meeting.
- 12.8 Mindful that the position could change before 31 January, the Cabinet report of 24 January 2022 delegated the responsibility to agree the final Business Rates forecast and hence the Business Rates Tax Base, to the Deputy Leader and Cabinet Member for Finance and Low Carbon in consultation with the Director of Finance. Final figures were reviewed and as a consequence the Tax Base has been uplifted and approved under delegated powers.
- 12.9 For the purposes of formal decision making, Oldham Council's share of the Business (Non-Domestic) Rates forecast for 2022/23 is presented at £48.429m a reduction of £2.190m compared to 2021/22 (reflecting the offsetting receipt of grant compensation). However, when including the Retained Business Rate pilot scheme growth, the Council's share increases to £50.140m, with £1.710m available for the GMCA. This represents the best estimate available. The total sum of £51.850m is represented as follows:

Table 16 – 100% Pilot Scheme Benefits

	£000	£000
Council's share of 2022/23 Retained Business Rates income	(48,429)	
Council's share of Retained Business Rates Pilot scheme growth	(1,711)	
Total Benefit to the Council		(50,140)
GMCA share of Retained Business Rates Pilot Scheme Growth	(1,710)	
Total Benefit to GMCA		(1,710)
Total Retained Business Rates income		(51,850)

- 12.10 Members will recall with the exception of 2020/21; Oldham has participated in Business Rates pooling since 2015/16. The aim of pooling is to retain the benefits of any Business Rates growth within Greater Manchester for the benefit of the region. An initial expression of interest was submitted to the Government for the creation of a 2022/23 GM Business Rates Pool including all ten GM Districts.
- 12.11 The Business Rates Pooling proposition is such that no Local Authority should be worse off by pooling than it would be if it did not pool. Therefore, if there is any growth in Business Rates as a result of the economic regeneration activity planned within the borough, the Council would be able to keep its share of that benefit also benefiting from a share in any levy payment that any other levy paying Authority in the pool would normally pay to Central Government.

-
- 12.12 The fact that Greater Manchester is piloting full Business Rates retention, suggests participating in Business Rates pooling is no longer necessary as there are no additional financial gains to be made. However, a decision on membership of the pool could not be made until the contents of the 2022/23 Provisional Local Government Finance Settlement had been examined and the impact understood. Confirmation of pool membership had to be made within 28 days of the receipt of Provisional Local Government Finance Settlement (12 January 2022). Having considered all the relevant information, the conclusion reached by all Councils was that pooling was not advantageous for 2022/23. With that collective decision, the Government was informed that there would be no GM pool in 2022/23.

Grant in Lieu of Business Rates

- 12.13 Directly aligned to Business Rates income that the Council can generate is the level of Grant in Lieu of Business Rates. This grant represents compensation for Government policy announcements and events that have the impact of reducing the amount of collectable Business Rates revenue including:
- Caps on increases in the Business Rates multiplier for 2014/15, 2015/16 and post 2018/19;
 - The doubling of Small Business Rates Relief (SBRR) and threshold changes for 2020/21;
 - The additional SBRR compensation for loss of supplementary multiplier income;
 - Other small reliefs for discretionary schemes and supporting small businesses;
 - Freezing the small business rate non-domestic rating multiplier for 2021/22 and 2022/23;
 - The introduction of retail, hospitality and leisure Business Rates Relief for 2022/23; and
 - The extension of transitional relief and supporting small business relief for small and medium properties scheme.
- 12.14 Grant in lieu of Business Rates is effectively a substitute for Retained Business Rates income. The grant is awarded under Section 31 of the Local Government Act 2003 and is currently forecast to be £19.471m for 2022/23. This is £8.628m more than had been anticipated, due to the late introduction of business rate relief schemes and almost a doubling of the adjustment factor in the way that compensation is calculated for some of the items highlighted above.
- 12.15 The compound effect of these changes coupled with the impact of appeals means the calculation of these amounts has become incredibly complex. Final figures are derived from the Council's Central Government return (NNDR 1) which was submitted to Government on 31 January 2022.

13 Council Tax

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

Council Tax Tax Base

- 13.2 Each year the Council is required to review its Tax Base by considering the:
- numbers of properties within the boundary of the borough which determines the number of Band D equivalent properties upon which the Council Tax calculations are based; and
 - anticipated level of Council Tax that will be collected known as the Collection Rate.
- 13.3 The Tax Base for 2021/22 was set at 57,200 Band D equivalents, but when considering the initial position for 2022/23, it had been assumed that the Tax Base would rise to 57,683. However, the Tax Base has not increased as expected. On 24 January 2022 Cabinet considered and approved the calculation of the Council Tax Tax Base for 2022/23. The approved tax base has increased by 250 from 57,200 to 57,450. This supports the overall level of Council Tax that the Council can use for 2022/23. The tax base calculations are summarised in **Appendix 2**.

Council Tax Policy

- 13.4 Members will recall that in 2021/22, the Council increased its Council Tax by 2.99% which was comprised of 0.99% for general purposes and 2% for the Adult Social Care Precept (the Council had the option to increase the ASCP by 3% but chose to defer 1% until 2022/23).
- 13.5 The Council Tax policy for 2022/23 approved within the 2021/22 budget was an increase in Council Tax of 1.99% for general purposes plus 2% for the ASCP (using the 1% that was deferred from 2021/22 and an anticipated further 1% increase for 2022/23). This produced an overall increase of 3.99%. However, subsequently, there was uncertainty that Government would permit a 2% ASCP increase. Confirmation was only received when the PLGFS was announced thus enabling a 3.99% increase to be formally proposed.
- 13.6 The referendum criteria for 2022/23, as advised above permits the current approach.

Council Tax Income – General Purposes

- 13.7 As advised above, when the original estimates were prepared for 2022/23, it was assumed that the Tax Base would increase by 483 Band D equivalents. However, the approved Tax Base has increased by 250 from 57,200 to 57,450.
- 13.8 The net effect of the revision to the tax base combined with the anticipated 1.99% general purposes increase to Council Tax is a reduction of Council Tax income of £0.367m to that previously anticipated from £90.750m to £90.383m.

Council Tax Income - Adult Social Care Precept

- 13.9 It is proposed that the precept, which has to be highlighted separately on the face of the Council Tax bill, will be increased by the Council by 2% for 2022/23. This increase will generate an additional £1.980m Council Tax income specifically related to 2022/23 albeit that it is slightly lower than originally expected due a Tax Base variance. Of this increase, 1% is to be used to enable the Council to support Adult Social Care Service providers to pay staff at the Living Wage Foundation National Living Wage.

- 13.10 The revenue raised from the ASCP must be ringfenced to support the increased costs of Adult Social Care and £0.990m (1%) will be used specifically to enable the Council to work with ASC providers to implement the National Foundation Living Wage for care staff from 1 October 2022. To ensure that Councils are using income from the precept for Adult Social Care, Councils are required to publish a description of their plans, including changing levels of expenditure on Adult Social Care and related services which requires sign off from the Council's Chief Finance Officer (the Director of Finance). In total the Council expects to collect £12.549m from the ASCP reflecting the cumulative impact of the precept and increases since 2016/17.
- 13.11 Although the Government has not advised of ASCP policy intentions beyond 2022/23, it is assumed that it will not continue due to the major reforms planned for Adult Social Care. This position will be revised if Government policy does continue the ASCP.

Council Tax Levels

- 13.12 Taking into account the proposals above, Oldham Council Band D Council Tax for 2022/23 is therefore recommended to be £1,791.68 of which £218.43 relates to the Adult Social Care Precept. This represents an overall increase of 3.99% in Council Tax for Oldham Council services. Table 17 highlights the general purposes Council Tax this will generate together with the Adult Social Care Precept. Changes to the Parish Precepts have been determined by the respective Parishes.

Table 17 – Council Tax Income

	2022/23 original £000	Revisions £000	2022/23 Expected £000
Council Tax Income	(90,750)	367	(90,383)
Adult Social Care Precept	(12,599)	50	(12,549)
Parish Precepts	(300)	(14)	(314)
Total Locally Generated Income	(103,649)	403	(103,246)

Relevant Basic Amount of Council Tax

- 13.13 Members are reminded that the Council is required to calculate its Relevant Basic Amount (RBA) of Council Tax to determine whether there is a requirement to hold a referendum about a Council Tax increase above a level that the Government considers excessive.
- 13.14 This "excessiveness" is determined annually and for 2022/23 was detailed in 'The Referendums Relating to Council Tax Increases (Principles) (England) Report 2022/23 (draft)' which was published as part of the Provisional LGFS for 2022/23. For Oldham Council, the RBA consists of an increase in the RBA of Council Tax comprising a maximum of 2% for general Council Tax plus 4% minus the percentage increase in the RBA of Council Tax for expenditure on adult social care for 2021/22. For Oldham this means a maximum of 2% for the ASCP.
- 13.15 For Oldham, the 2022/23 maximum Council Tax increase available is 4% (2% for general purposes and 2% ASCP). Therefore any increase below 4% would not be classed as excessive and would not trigger a referendum. The Council Tax intention set out above is therefore not "excessive".

Council Tax Reduction (CTR) Scheme

- 13.16 The CTR Scheme (see report elsewhere on the agenda), sets out how the Council supports residents who qualify for assistance in paying Council Tax. Councils are required by statute to put in place a Local CTR scheme. Any changes to the scheme for the year ahead must be considered and approved annually by Council by no later than 10 March of the preceding financial year. The proposed scheme for 2022/23 is unchanged from the 2021/22 scheme. The financial impact of the Council's proposed scheme is reflected in the Council Tax Tax Base estimates which were approved by Cabinet on 24 January 2022. The taxbase, in turn, underpins the budget estimates included within this report.

Council Tax Empty Property Premium

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

Impact of Decisions of Precepting Authorities

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

Mayoral Police and Crime Commissioner Precept

- 13.20 The Mayoral Police and Crime Commissioner precept was considered by the Police and Crime Panel at its meeting on 31 January 2022. The PLGFS allows an increase of up to £10 and the Mayor has proposed to charge that £10 increase taking the precept to a value of £228.30 for a band D property. It is expected that the precept will be formally determined at the GMCA meeting on 11 February 2022.

Mayoral General Precept (including Fire Services)

- 13.21 At a meeting of the GMCA on 28 January 2022, the Mayor presented his intention for the Mayoral General Precept (this incorporates funding for Fire and Rescue Services as well as other Mayoral functions). The PLGFS advised that there is no cap on a Mayoral General Council Tax increase but there is a £5 cap on a precept for Fire Services. The Mayor has proposed to increase the Mayoral General Precept to £102.95 (an increase of £12.00 for a Band D property) comprising of £71.20 for functions previously covered by the Fire and Rescue Authority (a £5 increase) and £31.75 for other Mayoral General functions (a £7 increase). It is again expected that the precept will be formally determined at the GMCA meeting on 11 February 2022.

Parish Precepts

- 13.22 Parish Precept income is collected by the Council on behalf of the Saddleworth and Shaw and Crompton Parish Councils. This is then paid to the Parish Councils and this income and expenditure is included in the net revenue budget of the Council. These precepts are included on the Council Tax bills of properties falling within these parish areas. The revenue collected is for the benefit of each Parish Council and thus has no impact on the financial projections presented in this report.
- 13.23 On 24 January 2022, Saddleworth Parish Council agreed a 3.40% increase to its Council Tax to produce a Band D charge at a value of £24.31 (an increase of £0.80). Along with an increase in the Council Tax Tax Base to 8,833, this results in a total precept of £214,730. For 2022/23 these increases equate to £0.010m of additional income for the Parish Council.
- 13.24 On 25 January 2022 Shaw and Crompton Parish Council agreed a 3.00% increase to its Council Tax to produce a Band D charge at a value of £17.89 (an increase of £0.52). Along with an increase in the Council Tax Tax Base to 5,548, this results in a total precept of £99,254. For 2022/23 these increases equate to £0.004m of additional income for the Parish Council.
- 13.25 The revised 2022/23 Parish Precepts and the 2022/23 growth in the tax base for both parishes produces an overall increase of £0.014m.

Council Tax to be Used to Support 2022/23

Council Tax

- 13.26 Subject to confirmation from all precepting bodies, taking account of the estimated Council Tax Base of 57,450 for 2022/23 and the Council Tax and Adult Social Care Precept proposals, the sums anticipated to be drawn from the Collection Fund for Council Tax in 2022/23 are:

Table 18 – Draw on Collection Fund

Precepting Body	2022/23 £000
Oldham Council including Social Care Precept (subject to confirmation)	102,932
Mayoral Police and Crime Commissioner Precept (subject to confirmation)	13,116
Mayoral General Precept (including Fire Services) (subject to confirmation)	5,914
Saddleworth Parish Council	215
Shaw & Crompton Parish Council	99
TOTAL	122,276
Less: contribution from Parish Taxpayers	(314)
TOTAL Draw on Collection Fund for Major Preceptors	121,962

- 13.27 The 2022/23 Band D Council Tax is shown in the table below at anticipated levels for Oldham Council services, Mayoral Precepts and Parish Precepts. Detailed indicative Council Tax information is presented at **Appendix 3**.

Table 19 - Anticipated Band D Council Tax

Council Tax Raising Body	2021/22 £	2022/23 £	Change %
Oldham Council (subject to confirmation)	1,722.94	1,791.68	3.99%
Mayoral Police and Crime Commissioner Precept (subject to confirmation)	218.30	228.30	4.58%
Mayoral General Precept (including Fire Services) (subject to confirmation)	90.95	102.95	13.19%
TOTAL BAND D COUNCIL TAX	2,032.19	2,100.93	
Saddleworth Parish Council	23.51	24.31	3.40%
Shaw & Crompton Parish Council	17.37	17.89	3.00%

Council Tax Energy Rebate

- 13.28 On 3 February 2022, the Government announced measures to help protect households from rising energy costs. The Government will provide funding for billing authorities to give all households in England whose primary residence is valued in Council Tax bands A – D a one-off Council Tax energy rebate payment of £150. This payment will operate outside of the Council Tax system, using Council Tax lists to identify eligible households.
- 13.29 The Government will also provide funding for billing authorities to operate a discretionary fund for households in need who would not otherwise be eligible for the Council Tax Energy Rebate. This could include for example individuals on low incomes who live in properties valued in bands E – H.
- 13.30 Detailed guidance and funding allocations will be published in the week beginning 7 February 2022. The Council will need to make preparations to distribute the Council Tax Energy Rebate and develop an approach to the discretionary fund, to enable payments to be made from April 2022. Therefore it is requested that authority to determine the Council's approach to the Council Tax Energy Rebate and the discretionary fund is delegated to the Cabinet Member for Finance and Low Carbon in consultation with the Director of Finance.

14 Collection Fund

- 14.1 The Collection Fund is a statutory fund separate from the General Fund of the Council. The Local Government Finance Act 1992 (as amended) requires that the Council as the Billing Authority calculates a Collection Fund outturn estimate by 15 January each year. This may produce a Council Tax surplus or deficit which can then be distributed to the Council and the GMCA for the Mayoral Police and Crime Commissioner Precept and the Mayoral General Precept. In addition, the Business Rates surplus or deficit can be distributed to the Council and the GMCA (in respect of the Fire Services element of the Mayoral General Precept).

2020/21 Collection Fund Deficit

- 14.2 The Government, in 2020/21 passed legislation that required Councils to spread any deficit of the Collection Fund in that year over the next three years. This was applied to both Council Tax and Business Rates and was incorporated into the regulatory process of estimating the collection fund deficits in January 2021. This meant that 2020/21 Collection Fund deficits would still be recovered but over a longer time frame. After applying this approach to normal Collection Fund activity, a deficit of £0.353m was recovered from the General Fund in 2021/22 with a further £2.192m to be recovered in both 2022/23 and 2023/24.

2021/22 Collection Fund Surplus

- 14.3 The 2021/22 Collection Fund forecast outturn projection is presented as part of the revenue monitoring reports considered by Cabinet throughout the year. The Collection Fund forecast outturn position (incorporating both Council Tax and Business Rates) has been estimated at a deficit of £12.159m of which the Councils share is £11.785m. Grant received in lieu of Business Rates in 2021/22 relating to the provision of Extended Retail Relief at a value of £8.888m and £4.204m for the COVID-19 Additional Relief Fund (CARF), a total of £13.092m, will be carried forward into 2022/23 to offset the Business Rates deficit (as reported to in the month 8 financial monitoring report elsewhere on the agenda). This will leave £1.307m surplus which will be available to support the 2022/23 revenue budget.
- 14.4 The net impact of these two issues produces a Collection Fund impact on the 2022/23 budget of a deficit of £0.885m as shown in the table below.

Table 20 – Collection Fund Summary

	£000
2020/21 General Collection Fund Deficit	2,192
2021/22 General Collection Fund Surplus	(1,307)
Collection Fund Impact 2022/23 (excluding the impact of business rates reliefs)	885

Collection Fund Deficit – Impact of Business Rates Reliefs

- 14.5 As in 2021/22, a technical adjustment to the budget is required in 2022/23 as a result of the Collection Fund deficit caused by the Government notifying the continuation of Business Rate reliefs for retail, leisure, hospitality and nursery businesses after the 2021/22 budget had been set and then in December 2021, announcing the introduction of the COVID-19 Additional Relief Fund. The estimated sum (the final figures will only be confirmed at the end of the 2021/22 financial year) is £13.092m (as referred to at 14.3). Government is providing the Council with grant compensation for the loss of Business Rates income throughout 2021/22 and this will be carried forward as a reserve. The use of this reserve will then offset part of the Collection Fund deficit that will be incorporated into the 2022/23 budget.

Revised Budget Reduction Requirement after Adjustments to Estimates

- 14.6 As previously highlighted, the result of these revisions to estimates is that the comparative budget reduction requirement has reduced from £31.900m to £24.431m as illustrated at a summary level in the table below. After incorporating the impact of the technical adjustment for business rates reliefs described in paragraph 14.5, the requirement increases to £37.523m as presented below.

Table 21 – Revised Budget Reduction Requirement

	2022/23 original £000	Revisions £000	2022/23 £000
Prior Year Net Revenue Budget	237,349		237,349
Total Adjustments to the Base Budget	10,475	(2,178)	8,297
Total Expenditure Adjustments	10,786	15,495	26,281
Total Development Fund	1,500	180	1,680
Total Impact of Levies	678	(411)	267
Total Expenditure	260,788	13,086	273,874
Total Government Grant Funding	(65,969)	(9,792)	(75,761)
Total Business Rates Income	(61,462)	(9,859)	(71,321)
Total Council Tax Income	(103,649)	403	(103,246)
Total Collection Fund (excluding the impact of business rates reliefs)	2,192	(1,307)	885
Total Funding	(228,888)	(20,555)	(249,443)
Budget Reduction Requirement	31,900	(7,469)	24,431
Collection Fund Deficit – Impact of Business Rates Reliefs	0	13,092	13,092
Adjusted Budget Reduction Requirement	31,900	5,623	37,523

- 14.7 The detailed budget estimates for 2022/23 summarised in the table above are shown in full at **Appendix 4**.
- 14.8 The addressing of the £37.523m budget gap is set out in Section 15 to 18 of the report.

15 Balancing the 2022/23 Budget – Review of 2021/22 Budget Reduction Proposals

- 15.1 The approach used by the Administration for balancing the 2022/23 revenue budget has followed on from the successful processes adopted in previous years. Using the well-established Member review process, there has been consideration of the financial pressures facing the Council alongside available funding and resources. All of the budget revisions, including the investment in Administration priorities have been reviewed and the budget reduction requirement agreed.
- 15.2 A first step towards balancing the budget was a review of the twelve Budget Reductions totalling £6.050m that were approved at the 4 March 2021 Council meeting for delivery in 2022/23.
- 15.3 Responsible officers were required to provide Members with an update on the achievability of these approved budget reductions. The progress reports indicated that most of the budget reductions could still be delivered in full, but there is a variance of £0.583m. The table below shows all the approved budget reductions, the updated position and the variance.

Table 22 – Achievability of 2021/22 Budget Reduction Proposals

Reference	Proposal Name	Approved Budget Reduction £000	Updated Position £000	Variance £000
Community Health & Adult Social Care				
CSA-BR1-423	Maximising independence through alternative models of care	(1,000)	(1,000)	0
CSA-BR1-424	CHASC Workforce Reduction	(50)	(50)	0
CSA-BR1-429	KeyRing	(20)	(20)	0
CSA-BR1-430	Achieving Better Outcomes: Supported Living & Learning Disabilities	(500)	(500)	0
Communities and Reform				
REF-BR1-415	Mahdlo Funding Reduction	(100)	0	100
Children's Services				
CHS-BR1-443	External Placements Cost Avoidance	(500)	(500)	0
CHS-BR1-445	Early Help Remodelling	(200)	(200)	0
CHS-BR1-441	Special Educational Needs & Disability (SEND) Education Provision	(114)	(114)	0
People and Place				
PPL-BR1-403	Digital Mail	(100)	(100)	0
PPL-BR1-401	Creating a Better Place - Projects & Assets	(2,991)	(2,620)	371
PPL-BR1-439	Internal Efficiency Initiatives (Unity Partnership)	(430)	(363)	67
PPL-BR1-421	Transformation of the Contact Centre	(45)	0	45
Grand Total		(6,050)	(5,467)	583

15.4 As can be seen, there are four budget reduction proposals where a variance has occurred against the original approved plans. The key issues in relation to these are:

a) Mahdlo Funding Reduction - £0.100m

Further consideration has been given to the continuation of the second element of the £0.200m budget reduction in the Councils contribution to the operation of Mahdlo (£0.100m over each of 2 years, 2021/22 and 2022/23). As a result, 2022/23 budget reduction of £0.100m has been withdrawn.

b) Creating a Better Place – Projects & Assets - £0.371m

A revised profile for the delivery of the budget reduction has been presented which delivers the same overall budget reduction total of £8.216m, but over five rather than three years. As a result, £0.371m will have to be reprofiled from 2022/23 into later years. Clearly every effort will be made to continue to pursue the Creating a Better Place agenda as quickly as possible but given the scale of the programme and the impact of the pandemic, some delays have been unavoidable.

c) Internal Efficiency Initiatives – Unity Partnership Ltd - £0.067m

This proposal consisted of a number of initiatives all except one of which is expected to be achieved. The shortfall of £0.067m relates to home working and other efficiencies in the Benefits Team which, due to the workload pressures being experienced and the requirement to improve the service to customers, will not be achieved.

d) Transformation of the Contact Centre - £0.045m

It is considered that due to the pressure on the service provided by the contact centre and the need to improve customer service performance, that this budget reduction cannot be delivered.

15.5 The impact on the overall budget position after taking into account the impact of the revised 2021/22 budget reductions at £5.467m is that there is a revised balance to address of £32.056m.

Table 23 – Revised Budget Gap after 2021/22 Budget Reduction Proposals

	2022/23 £000	2022/23 £000
Revised Budget Reduction Requirement after Adjustments to Estimates		37,523
Impact of 2021/22 Budget Reduction Proposals		(5,467)
Revised Budget Reduction Requirement after 2021/22 Budget Reduction Proposals		32,056

16 Balancing the 2022/23 Budget - 2022/23 Budget Reduction Proposals

- 16.1 Having reviewed the budget reductions that were initially approved in 2021/22 but impacting on 2022/23, Cabinet Members and service officers then undertook an in-depth review of their respective elements of the budget to determine areas that could be the subject of budget reduction proposals and hence contribute to bridging the budget reduction requirement. After detailed examination, a total of 53 budget proposals have been presented by Cabinet Portfolio for consideration.
- 16.2 Member support for Portfolio specific proposals has been demonstrated by each budget reduction proforma (BR1) bearing the signatures of the relevant Cabinet Member.
- 16.3 The 53 budget reduction proposals at a cumulative value of £6.268m for 2022/23, a further £1.895m in 2023/24 and a further £1.150m in 2024/25 with an FTE impact of 22.60 in 2022/23 are now presented in summary at **Appendix 5** and in detail at **Appendix 6**. There is a detailed budget reduction pro forma for each individual proposal and an Equality Impact Assessment as appropriate. The 2022/23 impact of budget reduction proposals by Cabinet Portfolio are shown in the table below. Two of the proposals require investment of £0.405m in 2022/23 to deliver savings in 2023/24, these are:
- a) ASC-BR1-548 - Smarter Ways of Working - £0.095m
 - b) ASC-BR1-552 - Review Care and Support Plans - £0.310m
- 16.4 Assuming approval of the 2022/23 budget reduction proposals, the budget reduction requirement for 2022/23 reduces from £32.056m to £25.788m as shown below.

Table 24 – Summary of Proposed Budget Reductions

	2022/23 £000	2022/23 £000
Revised Budget Reduction Requirement after 2021/22 Budget Reduction Proposals		32,056
2022/23 Budget Reduction Proposals		
Economic and Social Reform	(331)	
Neighbourhoods	(644)	
Housing	(73)	
Health and Social Care	(2,915)	
Education and Skills	(356)	
Employment and Enterprise	(56)	
Corporate Services	(389)	
Children and Young People	(235)	
Finance and Low Carbon	(1,269)	
Total Budget Reduction Proposals		(6,268)
Revised Budget Reduction Requirement after Budget Reduction Proposals		25,788

- 16.5 The 2023/24 and 2024/25 impact of these budget reductions is reflected in the Medium Term Financial Strategy report elsewhere on the agenda.
- 16.6 The 53 budget reduction proposals were presented to the Policy Overview and Scrutiny Committee on 27 January 2022. The Committee was content to commend to Cabinet 52 of the 53 proposals at a value of £6.206m.
- 16.7 The Committee requested that Cabinet review and consider the delivery of one remaining proposal, REF-BR1-526: Get Oldham Growing at a value of £0.062m. The Committee's view was that progressing this proposal in its current form would have a negative impact on residents in the community that currently access this service.

17 Balancing the 2022/23 Budget - Flexible Use of Capital Receipts

- 17.1 It is expected that the ability to use capital receipts to support the cost of transformational activities the 'Flexible Use of Capital Receipts' will continue in 2022/23 (although the guidance has not yet been published). Working on the basis that the guidance is substantially the same as previous years, therefore, the revised budget projections now include £2.500m of capital receipts to support transformational activity.
- 17.2 A suggested approach (which has been included in the proposed budget presentation) in the light of the flexible use of capital receipts opportunity, is to reduce the general use of reserves of £12.297m as included in the original projections for 2022/23 by £2.500m. This effectively substitutes the capital receipts for reserves to maintain the same level of one-off use of resources. This enables £2.500m of reserves to be used in a future financial year.

Table 25 – Flexible Use of Capital Receipts

	2022/23 £000
Revised Budget Reduction Requirement after Budget Reduction Proposals	25,788
Flexible use of Capital Receipts 2022/23	(2,500)
Revised Budget Reduction Requirement	23,288

- 17.3 After the application of the Flexible use of Capital receipts a budget gap of £23.288m remains.

18 Balancing the 2022/23 Budget - Use of Reserves

- 18.1 Using reserves as outlined below, brings the 2022/23 to a balanced position. However, in addition to a general use of reserves, there are other specific reserve movements as outlined in paragraphs 18.2 to 18.7.
- 18.2 As in 2021/22, the 2022/23 budget requires a technical adjustment as a result of the Collection Fund deficit caused by the Government introducing Business Rate reliefs for retail, leisure, hospitality and nursery businesses and the discretionary CARF scheme after the 2021/22 budget had been set. The estimated sum (the final figures will only be confirmed at the end of the financial year) is £13.092m. The Government is paying the Council grant compensation for the loss of Business Rates income during 2021/22 and this will be carried forward as a reserve. The use of this reserve will then offset part of the Collection Fund deficit caused by the awarding of the Business Rate reliefs.
- 18.3 As advised at Section 12 there is an anticipated Business Rates gain for the Council and the GMCA as a result of the piloting of Business Rates Retention in 2022/23. There will be a requirement to hold the GMCA element in reserves until such time as the payment is required, hence there is a movement to reserves of £1.710m.
- 18.4 Budgetary provision of £1.300m has been included for the cost pressures associated with organisational redesign that is planned for 2022/23. This is expected to generate efficiencies and budget reductions from 2023/24, hence the use of one-off funding from reserves to pump prime this initiative.
- 18.5 One-off budgetary provision of £0.100m has been included to fund planned activities to support celebrations for the Queen's Platinum Jubilee. As this is one-off in nature, this is to be funded from a specific reserve in 2022/23.
- 18.6 The two budget reductions presented earlier in the report which require up-front investment in 2022/23 to support longer term cost savings will also generate efficiencies and again the use of one-off funding of £0.405m from reserves set aside for transformational projects will enable this approach.
- 18.7 The initial estimates for 2022/23 were prepared on the basis of the use of £12.297m of reserves to support the budget to allow time for the transformational change to take place. Given, in the main, the availability of £2.500m via the flexible use of capital receipts, the requirement for the use of reserves has fallen to £10.101m.

Table 26 – Use of Reserves

	2022/23 £000	2022/23 £000
Revised Budget Reduction Requirement		23,288
Use of Reserves - Collection Fund Deficit - Impact of Business Rates Reliefs	(13,092)	
Transfer to Reserves - GMCA 100% Business Rates Retention Pilot Gain	1,710	
Organisational Redesign	(1,300)	
Queen's Jubilee Celebrations	(100)	
Up-front Investment to Support Budget Reductions	(405)	
General Use of Reserves	(10,101)	
Total Reserves		(23,288)
Revised Budget Reduction Requirement after Reserves		0

-
- 18.8 The overall use of reserves to balance the budget is £24.998m. As described above, this is comprised of :
- a. the use of reserves to support the technical adjustment arising from the granting of business rates relief after the budget for 2021/22 was set;
 - b. three reserves funding one off initiatives; and
 - c. £10.101m supporting general Council business.
- 18.9 The contribution to reserves of £1.710m relating to Business Rates Retention pilot scheme gains nets the total use of reserves to £23.288m.
- 18.10 It is acknowledged that the 2022/23 revenue budget is underpinned by the deployment of reserves and that this is not sustainable in the medium term. However, the Council is committed to delivering its Transformation Programme to support the revenue budget in future years. This is set out in more detail in the Medium Term Financial Strategy report (elsewhere on the agenda).

19 Ability to Address COVID Related Pressures

- 19.1 An important consideration in preparing the 2022/23 budget is the impact of COVID and the ability of the Council to withstand any additional financial pressures. Unlike 2021/22, the Government has not provided any additional funding specifically to support the impact of COVID. Any COVID pressures must be managed within the general grant increase that the Government has provided. As advised, £12.000m has been built into the budget to support anticipated additional COVID costs reflective of the costs that have been incurred in 2021/22 and mindful of the pressures arising from the Omicron variant.
- 19.2 In 2021/22, in addition to the general COVID grant funding received from the Government the Council also received extensive support to cover a number of initiatives. This includes support to assist hospital discharges into adult social care services. This has been financed the Department of Health via Oldham CCG in line with Government policy. These hospital discharge costs will continue beyond 1 April 2022, but no NHS funding is expected.
- 19.3 In addition, the Council has received significant COVID specific ringfenced grants in 2021/22. Confirmation has been received that any remaining resources of the biggest grant, the Contain Outbreak Management Fund can be carried forward into 2022/23 (although none has been included in the year end reserve projections). It is also anticipated that there may be further allocations of specific resources beyond the end of 2021/22, depending on the course of the pandemic. However, the continuation of any of these grants into 2022/23 is unclear.
- 19.4 The reserves and balances outlined in the next section are a key element in the Council's ability to manage in-year pressures, particularly those related to COVID. Reserves are also being held to provide support should there be any overspending in both Children's Services and Adult Social Care. Reserves are also available to support initiatives in the transformation programme which will underpin the Council's budget strategy, potential increases in energy costs above budgeted provision and should pay awards be agreed above the sum built into the budget. Balances have been risk assessed to provide support in case budget reductions are not delivered to timeline.
- 19.5 Reserves and balances will be used should there be any significant unplanned costs in 2022/23, including those arising from the costs of COVID.
- 19.6 Given the financial position and uncertainties that will prevail in 2022/23, it is important that the measures introduced in 2020/21 and continued in 2021/22 to more effectively manage expenditure are retained (or adapted as appropriate) in 2022/23. Members will recall that these measures were agreed initially in the Financial Update – Budget 2020/21 and 2021/22 report to Cabinet on 24 August 2020 and confirmed in a further report of the same name, approved at Cabinet on 30 November. These measures are:
- A continuous review of the capital schemes within the capital programme to ensure that the schemes are focussed on maximising the benefit to the Borough whilst minimising the revenue impact;
 - Maintaining expenditure controls to stop the commissioning of goods and services not deemed essential to the operation of the Council at a time of emergency – both revenue and capital items;
 - Maintaining tight recruitment controls and reviewing the use of agency/temporary staff;
 - Reviewing all revenue budgets to assess if there is an excess resource that can be reallocated to offset the financial challenge presented by COVID;
 - More rigorously enforcing budget holder accountability, especially on all overspending budgets via task and finish meetings with officers and the Cabinet Members with responsibility for the relevant budgets;

-
- Stopping the introduction of new initiatives unless they are essential (such as a response to a Government initiative) which will enable resources (staffing and financial) to be focussed on existing priorities; and
 - Maintaining the stringent controls on the use of any reserves in order to minimise the call down of reserves and undertaking a continuous review of reserves to decommission those deemed to no longer be a priority so they are available to underpin the financial position of the Council.

19.7 Whilst the financial challenge remains significant, there are resources available to address such challenges in 2022/23. There are also actions in train to deliver transformational change that will provide financial stability. However, the in-year position will be kept under close review with the financial monitoring reports presented to Cabinet being an early indicator that management action is required and allowing the formal agreement of measures to contain expenditure.

20 Reserves and Balances

- 20.1 The forecast year-end Earmarked Reserves position presented below reflects the estimated closing balance for 2021/22 and hence the total reserves available for the financial year 2022/23. However, this is before the proposed use of reserves of £24.998m in 2022/23 as highlighted at paragraph 18.7.

Table 27 – Reserves Position

Earmarked Reserves	2021/22 Opening Balance	2021/22 Estimated Closing Balance
	£000	£000
Adverse Weather Reserve	(1,000)	(1,000)
Balancing Budget Reserve – 2021/22	(42,012)	-
Balancing Budget Reserve – 2022/23	(12,297)	(24,998)
Balancing Budget Reserve – 2023/24	-	(6,000)
Balancing Budget Reserve – 2024/25	-	(3,932)
Council Initiatives Reserve	(2,891)	(1,982)
Directorate Reserves	(2,192)	(1,345)
District Executive Reserves	(594)	(594)
Emergency and External Events Reserve	(2,000)	(2,000)
Fiscal Mitigation Reserve	(11,582)	(11,283)
Insurance Reserve	(9,985)	(9,985)
Integrated Working Reserve	(17,380)	(17,028)
Levy Reserve	(340)	-
Life Cycle Costs Reserve	(1,651)	(1,521)
Local Restrictions Support Reserve	(37)	-
Regeneration Reserve	(3,564)	(2,152)
Transformation Reserve	(5,987)	(5,952)
Total	(113,512)	(89,772)

- 20.2 Although the estimated level of reserves at the end of 2021/22 is £89.772m, this is higher due to the technical requirement to carry forward as a reserve, the £13.092m of Government grant compensation to support the loss on the Collection Fund due to the granting of Business Rates reliefs after the 2021/22 budget had been set. The use of this reserve, alongside the use of £11.906m of general reserves and specific reserves to underpin the 2022/23 budget (a total of £24.998m), will therefore utilise in full the Balancing Budget Reserve for 2022/23 at the start of the 2022/23 financial year. This will reduce the balance of Earmarked Reserves to £64.774m but with the addition of the £1.710m reserve created to hold Business Rates gains, reserves will be £66.484m on 1 April 2022.
- 20.3 In addition, a number of these reserves are committed to finance expenditure planned for future financial years meaning they are not available for alternative uses. This includes a further £8.500m to support the revenue budget over 2023/24 (£6.000m) and 2024/25 (£2.500) plus a further £1.432m for Bus Reform required in 2024/25 and also the:
- Integrated Working Reserve, to enable joint working with NHS partners to support health and social care integration.
 - Regeneration Reserve, to facilitate up-front expenditure linked to capital projects including the Creating a Better Place Strategy.
 - Transformation Reserve, to facilitate the continuation of existing and implementation of new transformational activity that will support improvements in service delivery as well as create efficiencies and budget reductions.

-
- 20.4 It should be noted that, as in previous years, there may be opportunities to establish reserves based upon the Council's need, dependent on the outturn position and after the Council's General Fund Balance requirement has been met. Any Earmarked Reserve creation will therefore change the current projections; however this will not be known until the end of the 2021/22 financial year.
- 20.5 Having regard to all relevant information, it is recommended that the level of General Fund balances required to support the 2022/23 budget increases from £17.263m to £19.935m. Under Section 25 of the Local Government Act 2003, the Chief Finance Officer is required to prepare a statement on the adequacy of proposed financial reserves and the robustness of the budget estimates. The statement is included in a report elsewhere on the agenda. Members are reminded, therefore, that all budget proposals have been subject to a risk assessment undertaken by the Director of Finance.

21 Overall 2022/23 Revenue Budget Strategy

21.1 The key elements of the 2022/23 revenue budget strategy are:

- The revised budget reduction requirement of £37.523m for 2022/23;
- The budget reduction proposals set out in Sections 15 and 16 of the report;
- The use of other funding opportunities to balance the 2022/23 budget, namely, the flexible use of capital receipts and specific and general corporate reserves;
- The approach to reserves and balances set out in Section 20 of the report; and
- Proposed Council Tax and Adult Social Care Precept levels set out in Section 13 of the report.

21.2 Having regard to the issues outlined at paragraph 21.1, the overall budget strategy for 2022/23 can be summarised as follows:

Table 28 – Overall Budget Strategy

Budget Strategy	2022/23	
	£000	£000
Directorate budget requirements	271,374	
Budget Reductions excluding use of reserves	(11,735)	
Budget for 2022/23 before use of reserves		259,639
<u>Less Government Funding</u>		
Business Rates Top Up	(42,439)	
Improved Better Care Fund Grant	(11,187)	
Social Care Support Grant	(12,132)	
Lower Tier Services Support Grant	(428)	
Independent Living Fund (ILF) Grant	(2,580)	
Housing Benefit Administration Grant	(824)	
Council Tax Administration Grant	(371)	
New Homes Bonus	(562)	
2022/23 Services Grant	(4,467)	
Market Sustainability and Fair Cost of Care Fund	(758)	
New Burdens - Revenues and Benefits	(13)	
		183,878
<u>Less</u>		
Retained Business Rates	(51,850)	
Grants in Lieu of Business Rates	(19,471)	
Collection Fund Impact	885	
Collection Fund Deficit – Impact of Business Rates Reliefs	13,092	
Parish Precepts	(314)	
		126,220
<u>Add Precepts – to be confirmed</u>		
Mayoral Police and Crime Commissioner Precept	13,116	
Mayoral General Precept (including Fire Services)	5,914	
Total Council Tax including Levies (A)		145,250
Current Council Tax, adjusted for Tax Base (B)		121,962
Difference (A-B)		23,288
This additional expenditure is being funded by net resources from appropriations from earmarked reserves		

-
- 21.3 If the proposals in this report are approved, the revised revenue budget position for 2022/23 would be as set out in detail at **Appendix 7**, a net revenue expenditure budget of £259.639m. The position for 2022/23 to 2026/27 is set out in the Medium Term Financial Strategy report elsewhere on the agenda.

22 Fees and Charges

- 22.1 Attached at **Appendix 8** is the proposed fees and charges schedule for the 2022/23 financial year. Consideration has been given as to whether charges should be increased, reduced or left unchanged in the context of each service. In determining their proposals, Members have considered whether:
1. it is appropriate to review fees and charges given on-going challenges associated with the legacy of the COVID-19 pandemic;
 2. charges need to increase to keep pace with service specific cost pressures and inflation in order to avoid creating a future budget pressure;
 3. proposals support the long-term sustainability and viability of services which rely on a significant proportion of fee income to cover service costs;
 4. increased charges are necessary to mitigate overspends or alternatively support the delivery of budget reduction proposals;
 5. the market can bear any additional increase; and
 6. fee increases could be counter-productive as they have the potential to reduce demand or have wider adverse implications.
- 22.2 For the majority of charges, a range of increases are recommended primarily to cover anticipated pay and price pressures. It should be noted that the Consumer Prices Index (CPI) for December 2021 was 5.4%, the highest level since March 1992. Where charges are not increasing, this is largely for the reasons set out at paragraph 22.1 (points 1, 5 or 6) but may also be because some charges are determined under separate Statutory arrangements.
- 22.3 Where proposals have been put forward to increase charges, this is deemed necessary to support the long-term sustainability and viability of specific services or to deliver several proposed revenue budget reductions. If charges were not increased, above-inflation increases would be needed in future years to recover real terms income losses. The impact of fees and charges increases have therefore been included within the budget estimates or budget reduction proposals outlined earlier in the report.
- 22.4 Below is a brief summary of the fees and charges proposals for each service:
- Registrars (Births, Deaths and Marriage Duties)
- 22.5 Charges for discretionary services are typically being increased by between £5 and £10. This gives rise to a range of percentage increases; some of which are higher than the prevailing rate of inflation. Charges have been increased in this way to ensure they can be rounded to nearest pound or £5 as appropriate. Some charges have not been changed as these are determined in line with Statutory provisions. A small number of discretionary charges have been left unchanged due to low demand/uptake.
- Libraries, Leisure and Culture
- 22.6 It is proposed that charges for Library Services, Local Studies, Archives and Oldham Gallery remain unchanged at 2021/22 levels. It is proposed that Music Service charges are increased by around 3%. Oldham Theatre Workshop charges have been restructured. Show ticket charges have been reduced but some charges have been increased by up to 5% to maintain income yield. Several new services/charges have been introduced across Oldham Theatre Workshop and Oldham Gallery.

Outdoor Education

- 22.7 Charges for the Castleshaw centre and the provision of instructors are proposed to increase by between 2% and 3%. A small number of increases will be less than 2%. Charges for the School Swimming Service are proposed to increase by 3%. It is proposed that charges for study support remain largely unchanged at 2021/22 levels although the Schools Linking Project Core Offer will increase by 2% compared to 2021/22. Charges are no longer published for Sports Development as this service was transferred to Oldham Community Leisure on 1 November 2021.

Lifelong Learning

- 22.8 Many lifelong learning tuition fees remain free to users of the service. Where charges are levied, it is proposed these are increased by around 3%. In addition, Community Learning classes are now charged at the lower 'Adult Education Budget' rate.

Adult Social Care

- 22.9 It is proposed that three specific housing and care charges covering helpline services are increased by 50p. All other housing and care charges remain unchanged. Many housing and care charges have remained frozen since at least 2014/15. A 2.5% increase is proposed for services associated with the protection of property. Court of Protection fees remain unchanged at present, but these will be determined in line with Statutory provisions.

Corporate Landlord/Facilities Management

- 22.10 At present, no increase is proposed in room hire or facilities charges at sites including Chadderton and Failsworth Town Halls, the Queen Elizabeth Hall, the Link Centre and the Honeywell Centre.

Parking

- 22.11 At this stage, no change has been proposed for any parking tariffs. However, budget reduction proposal PPL-BR1-502 includes a £0.025m per annum saving from a review of town centre parking charges. These are currently under review with proposals expected to be presented for consideration during the 2022/23 financial year.

School Meals

- 22.12 School meal charges for children are currently £2.60. It is proposed that charges are increased by 10p to £2.70 from 1 September 2022. The additional charge represents a 3.8% increase which is lower than the current rate of inflation as measured by CPI.

Parks, Open Spaces and Outdoor Facilities

- 22.13 An increase of around 3% is proposed for the hire of changing accommodation, pitches and open spaces.

Cemeteries and Crematorium

- 22.14 Charges for funerals which arrive later than the agreed appointment time have been abolished. Charges for most services are proposed to increase by an average of 3%.

Highways

- 22.15 It is proposed that new charges are introduced for skip permits for unregistered companies and long-term applications for scaffolding licences. A new fee has also been introduced for the renewal of access protection markings. Most charges are being increased by between 2.5% and 3.5% with differences accounted for by rounding to the nearest pound. Highway adoption fees are proposed to increase by 10% to align with charges levied by other Greater Manchester districts.

Planning

- 22.16 It is proposed that most discretionary planning fees are increased by around 3%. A small number of increases vary from this amount due to rounding to the nearest pound or £5 as appropriate. Budget reduction proposal PPL-BR1-503 anticipates income from planning fees will be sufficiently buoyant to yield a £0.050m per annum saving from 2022/23.

Public Protection

- 22.17 It is proposed that charges associated with Food Safety, Environmental Health, Health and Safety, Neighbourhood Enforcement, Housing, Public Health and Licencing (excluding Taxis) are typically increased by around 3%. Some increases vary from this amount due to rounding to the nearest pound or £5 as appropriate. Animal Health Licences are proposed to be increased by around 5%. It should be noted that Animal Health Licence charges have not been increased since at least 2019/20. No increases are proposed for Taxi Licencing or Trading Standards charges with the exception of the 'Do You Pass' training course. Similarly, Betting and Adult Entertainment Licence fees remain unchanged as charges are capped by legislation. Finally, Pest Control fees have been reviewed and a variety of increases are proposed to improve the alignment of charges with the cost of service provision.

Security

- 22.18 It is proposed that charges are increased by around 3%. A small number of increases vary from this amount due to rounding.

Waste and Fleet Management

- 22.19 To remain competitive, it is proposed that fleet MOT charges remain unchanged. Trade Waste charges will, in future, be disclosed when business customers make an enquiry. In terms of domestic waste, many services remain free to residents. Where charges are levied, increases are largely between £1 and £5.

Summary

- 22.20 Fee increases for 2022/23 are necessary for most chargeable services in order to maintain income levels in real terms. This is in the context of general price inflation which is currently in excess of 5% (as measured by the CPI). Additional income generation is needed to cover anticipated pay awards and service specific price inflation. Whilst, in some instances, charges remain unchanged, applying this approach across most or all services would increase the 2022/23 budget reduction requirement.
- 22.21 The Policy Overview and Scrutiny Committee at its meeting on 27 January 2022 scrutinised the proposed fees and charges for 2022/23 and was content to commend them to Cabinet.

23 Pay Policy Statement

- 23.1 Included at **Appendix 9** is the Council's Pay Policy Statement. This Statement sets out the Council's approach to pay policy in accordance with the requirements of Section 38 to 43 of the Localism Act 2011, which requires approval of the Statement through full Council. The purpose of the statement is to provide transparency with regard to the Council's approach to setting the pay of its employees, with particular emphasis on the level of remuneration for the Council's most senior staff.

24 Options/Alternatives

- 24.1 The options as follows:

- Option 1 – Cabinet accepts the 2022/23 Council Tax and Adult Social Care Precept increases and the financial forecasts presented within the report resulting in the budget reduction requirement of £37.523m.
- Option 2 – Cabinet proposes amendments to the financial forecasts which will change the resulting budget reduction requirement.
- Option 3 – Cabinet approves and commends to Council, the revised value of the 2021/22 budget reduction proposals, 52 of the 53 2022/23 budget reduction proposals to the value of £6.206m, the flexible use of Capital Receipts and the approach to the use of reserves.
- Option 4 - Cabinet considers its approach to the Budget Reduction proposal REF-BR1-526: Get Oldham Growing at a value of £0.062m having regard to the comments of the Policy Overview and Scrutiny Committee.
- Option 5 – Cabinet approves the fees and charges for 2022/23 as set out at Appendix 8 of the report.
- Option 6 – Cabinet approves the delegation of the determination of the Council's approach to the Council Tax Energy Rebate and the associated discretionary fund to the Cabinet Member for Finance and Low Carbon in consultation with the Director of Finance
- Option 7 - Cabinet requests that further work is undertaken on some or all of the budget proposals and fees and charges and the approach to balancing the budget and that Cabinet considers a revised position.

25 Preferred Option

- 25.1 Options 1,3,4, 5 and 6 are the preferred options. Financial forecasts are based on objective research and the latest available information. The Council has a statutory duty to set a balanced budget and the budget reductions included in this report along with the proposed use of reserves fulfil that requirement.

26 Consultation

- 26.1 Members of the public and stakeholders are currently being consulted on the budget proposals and invited to submit their feedback. A proactive approach to communications is being taken, with a multi-channel communications strategy incorporating digital, social and traditional media, ensuring that residents and businesses across Oldham are aware of our budget proposals and are able to have their say. This strategy has included issuing press releases, videos, newsletters, and social media posts across Facebook, Twitter and Instagram.
- 26.2 The Budget Conversation was launched on 20 January 2022 and is open until 20 February 2022. At the time of writing (4 February 2022) the Council has received 50 responses to the consultation – 49 via the online consultation form and one written representation.

-
- 26.3 The Council is currently half way through the consultation period, and a full analysis of responses will follow after the consultation has ended.
- 26.4 Initial responses received in the first two weeks of the consultation are mixed. Most respondents who have opted to fill in the text box option have submitted short responses such as “agree” or “yes”, indicating general support for the proposals. A submission from Mahdlo is strongly in favour of our proposal to continue their funding of £100,000 per year.
- 26.5 At the time of writing, those proposals that have received a more negative response are those related to adult social care, and the proposal to cease funding for Get Oldham Growing.

(Jeni Harvey, Head of Communications and Research)

- 26.6 Presentation of the Revenue Budget 2022/23 to the Policy Overview and Scrutiny Committee was a key stage in the budget consultation process and it considered a version of this report at its meeting on 27 January 2022. The members of the Committee questioned and challenged assumptions and issues outlined in the report. There was also detailed scrutiny of the budget reduction proposals and proposed changes to fees and charges. The Committee accepted 52 of the 53 budget proposals presented but challenged one and requested that Cabinet give consideration to withdrawing the Get Oldham Growing (REF:BR1:526) at a value of £0.062m. The Committee’s view was that progressing this proposal in its current form would have a negative impact on residents in the community that currently access this service.
- 26.7 With the exception of the Get Oldham Growing proposal, the Committee was content to commend the report to Cabinet for consideration.
- 26.8 Section 65 of the Local Government Finance Act 1992 requires Local Authorities to consult ratepayers (or their representatives) about its proposals for expenditure for the forthcoming financial year. The Council is consulting representatives of the business community on the proposed Revenue Budget 2022/23.

27 Financial Implications

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

28 Legal Services Comments

- 28.1 Legal issues are addressed in the body of the report. The Council has a legal obligation to pass a resolution to agree its budget and Council Tax resolutions before 11 March 2022.

(Paul Entwistle, Director of Legal Services)

29 Co-operative Agenda

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

(Jonathan Downs, Corporate Policy Lead)

30 Human Resources Comments

- 30.1 The FTE reductions detailed within the budget proposals comprise of a mix of vacant and filled positions. As the number of filled positions proposed for deletion as a result of the budget options are below the legally set threshold of 20, there will be no requirement for the issuance of a formal Section 188 notice. This will not, however, negate the need for redesigns and potential redundancies to be conducted with the appropriate consultation periods and in line with the Council's relevant policies and procedures. Where staff are displaced as a result of service redesign the Council's redeployment process will be applied and redundancies mitigated as far as possible. Full consultation with staff and recognised Trade Unions will form a part of these processes.

Paul Dernley (Assistant Director - HR Operations)

31 Risk Assessments

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

Mark Stenson (Assistant Director of Corporate Governance and Strategic Financial Management)

32 IT Implications

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

33 Property Implications

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

34 Procurement Implications

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

35 Environmental and Health & Safety Implications

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

36 Equality, community cohesion and crime implications

- 36.1 In taking financial decisions, the Council must demonstrate that it has given “due regard” to the need to eliminate discrimination, promote equality of opportunity and promote good relations between different groups.
- 36.2 Demonstrating that “due regard” has been given involves:
- assessing the potential equality impacts of proposed decisions at an appropriate stage in the decision-making process - so that it informs the development of policy and is considered before a decision is taken; and
 - ensuring that decision makers are aware of the equality duties and any potential equality issues when making decisions.
- NB – having due regard does not mean the Council cannot make decisions which have the potential to impact disproportionately, it means that the Council must be clear where this is the case and must be able to demonstrate that it has consulted, understood and mitigated the impact.
- 36.3 To ensure that the process of impact assessment is robust, it needs to:
- Be specific to each individual proposal;
 - Be clear about the purpose of the proposal;
 - Consider available evidence;
 - Include consultation and involvement with those affected by the decision, where appropriate;
 - Consider proposals for mitigating any negative impact on particular groups; and
 - Set out arrangements for monitoring the actual impact of the proposal.
- 36.4 The Equality Act 2010 extends the public sector equality duties to cover nine protected characteristics, namely:
- age,
 - disability,
 - gender,
 - gender reassignment,
 - marriage and civil partnership,
 - pregnancy and maternity,
 - race,
 - religion and belief and
 - sexual orientation.
- 36.5 In December 2010, the Government announced that it would not be taking forward the socio-economic duty for public bodies. Despite this the Council has continued to consider people on low incomes as part of its equality impact assessment process.
- 36.6 Assessing the potential equality impact of proposed changes to policies procedures and practices is one of the key ways in which public authorities can show ‘due regard’. Equality Impact Assessments (EIAs), therefore, provide a structured framework which enables the Council to ensure that it considers the equality impact of decisions, and to demonstrate to others that it has done so.

-
- 36.7 Oldham's EIA form is based on the experience of previous years and incorporates elements from good practice elsewhere. The main aims of our current EIA are to:
- strengthen the process through improved accountability – identifying a lead officer for each EIA;
 - stimulate a more rigorous and overt analysis of the impact and possible mitigations; and
 - implement a stronger equality monitoring and management process to ensure that the Council follows through on any commitments. This includes identifying risks to implementation and how these will be managed.
- 36.8 The equality impact assessment process undertaken for the Council's budget process involves:
- 1) An initial equality impact screening – The budget proposal action plan forms completed by each Director / Service Manager incorporate an initial equality screening to identify whether any proposal has the potential for significant disproportionate adverse impact in respect of any protected characteristic i.e. whether the impact of the proposal falls disproportionately on any particular group – such as people with a disability.
- The key aims of this review process are to:
- assess the potential equality impact of each proposal using the information provided;
 - provide challenge to those where the initial screening does not accurately identify those equality groups potentially affected and that a further screening process needs to be completed.
- 2) Full equality impact assessment – An equality impact assessment is carried out if the initial screening identifies that the proposal could have a potential significant, disproportionate adverse equality impact.
- 36.9 A key element to assessing the equality impact has been the involvement of elected Members. This involvement has included:
- Consideration of equality impacts throughout budget process, including through the initial screenings on the proposal forms and a briefing paper.
 - Briefings between Directors and Cabinet Members during development of proposals and working together to consider the equality impacts and identify any mitigating actions.
- (Jonathan Downs, Corporate Policy Lead)
- 37 Key Decision**
- 37.1 Yes
- 38 Key Decision Reference**
- 38.1 FCL-06-21

39 Background Papers

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

File Ref: Background papers are contained in Appendices 1 - 9
Officer Name: Anne Ryans / Neil Stott
Contact: anne.ryans@oldham.gov.uk (0161 770 4902)
neil.stott@oldham.gov.uk

40 Appendices

- Appendix 1 - Dedicated Schools Grant 2022/23
- Appendix 2 - Council Tax Tax Base Calculation 2022/23
- Appendix 3 - Proposed Council Tax 2022/23
- Appendix 4 - Current Budget Position 2022/23
- Appendix 5 - Budget Reductions Summary
- Appendix 6 - Detailed Budget Reduction Proposals and Draft EIA's
- Appendix 7 - Budget Position 2022/23 post Budget Proposals
- Appendix 8 - Proposed 2022/23 Fees and Charges Schedules
- Appendix 9 - Pay Policy Statement 2022/23
 - 9a – Table 1: Senior management remuneration
 - 9b – Chart 1: Family tree of officers earning over £50k as at December 2021
 - 9c – Table 2: Salaries expressed as a ratio of the Chief Executive as at December 2021

This page is intentionally left blank

1. Background

- 1.1 The Dedicated Schools Grant (DSG) is a ringfenced grant payable to Local Authorities by Government for the funding of both maintained schools and academies. From 2018/19, the Government changed the way it funds the Authority for schools via the DSG to a standard means of allocating resources. This is known as the National Funding Formula (NFF).
- 1.2 The DSG contains 4 blocks, each of which is determined by a separate National Funding Formula which calculates the total funding due to Local Authorities. The Department for Education (DfE) calculated the funding that Local Authorities will receive for the Schools Block as if the National Funding Formula had been applied. As in 2021/22, it still remains the role of the Local Authority to determine the funding to schools and academies via their Local Funding Formula for the Schools and Early Years Blocks.
- 1.3 There is no legal requirement for Authorities to move further to the funding allocation methodology introduced by the NFF in 2018/19 when determining schools and academies funding for 2022/23 using the local formula, however there is a requirement for the Local Authority to consult with schools on the DSG allocation methodology that will be applied.
- 1.4 As referenced above, the DSG is made up of 4 blocks of funding:
 - a) The **Schools** block covers funding for:
 - Individual mainstream schools and academies
 - Growth Funding for planned growth by the Local Authority (LA) in schools.
 - b) The **High Needs** block covers funding for the education of pupils subject to Education, Health and Care Plans from age 0-25 in a range of provision including special schools, mainstream schools, alternative provision, independent specialist provision and Council centrally retained expenditure for High Needs. Funding for the High Needs block has over the past few years, not kept pace with demand.
 - c) The **Early Years** block covers:
 - Two Year old Funding
 - Early Years Funding in Schools and Private, Voluntary and Independent provision
 - Centrally retained expenditure for under 5's.
 - d) The **Central Schools Services** block covers:
 - Funding previously allocated through the retained duties element of the Education Services Grant (ESG) which has been discontinued from 2018/19
 - Central school services which includes the expenditure related to Schools Forum, Premature Retirements, Admissions service, and School Improvement
 - School Licenses
 - Statutory and Regulatory duties.

- 1.5 There is limited flexibility for Local Authorities to transfer funding between the four blocks. For 2022/23 the Education and Skills Funding Agency (ESFA) has limited the movement of funds from the Schools Block to other blocks to 0.5% of the total Schools Block Allocation, but only with the agreement of the Schools Forum. Any proposed movement above the 0.5% must be referred to the Secretary of State for approval.
- 1.6 The Authority has a responsibility to ensure that the DSG is deployed in accordance with the conditions of the grant and “School and Early Years Finance (England) regulations 2021”. The arrangements for 2022/23 are detailed by the ESFA “ Schools operational guide: 2022 to 2023 “published in July 2021 and the “High needs funding 2022 to 2023 operational guidance” published in August 2021.
- 1.7 The Oldham DSG has been in a deficit position since 2016/17, i.e., resources spent have been in excess of grant funding available. As a result, the Department for Education through the Education and Funding Skills Agency have been monitoring the financial position of the DSG and has required the Authority to submit a Recovery Plan for review. The DSG financial information presented follows the currently required format of the Recovery Plan.

2. DSG Allocations 2022/23

- 2.1 On 19 July 2021, the Department for Education, via the Education and Skills Funding Agency published provisional DSG funding allocations for 2022/23. This included confirmation that nationally, schools funding had increased by £2.6bn in 2020/21 and £4.8bn in 2021/22 and would increase by £7.1bn by 2022/23. Within this funding announcement the Government advised that in 2022/23, High Needs funding for Schools was set to increase by £780m.
- 2.2 Oldham’s share of this overall DSG funding for 2022/23 was initially announced in July 2021 at a sum of £274.906m excluding Early Years and growth funding, based on October 2020 pupil numbers. It was subsequently revised on 16 December 2021 based on October 2021 pupil numbers. The 2022/23 DSG allocation for Oldham is £297.200m (increased to £298.955m when the High Needs additional funding of £1.756m is added as explained at paragraph 2.7) including the Early Years Block; being £13.424m more than the 2021/22 allocations.
- 2.3 Funding is allocated to schools via a formula and as there is a requirement to agree the funding formula with schools, consultation with schools and the Schools Forum is required. A budget report, based on estimated 2020 pupil numbers and an estimated Schools Block allocation of £227.493m, was presented to Schools Forum on 17 November 2021. This suggested a funding allocation methodology for schools; a move towards the 2022/23 NFF cash values in full except for the Area Cost Adjustment factor, which was to be reduced to 1.00000, together with a 0.5% transfer of DSG funding between the Schools and the High Needs Funding Blocks. However, following the Spending Review of October 2021 and the announcement that there would be £1.6bn in additional funding for 2022/23 budgets on top of the year-on-year increase already confirmed, it was suggested to Schools Forum that the proposed transfer of 0.5% would be reviewed to see if there was still a requirement for a transfer once detailed funding was known.
- 2.4 The projection that Schools Forum received in November 2021 was that the outturn DSG position for 2021/22 was showing a deficit of £3.731m, mainly due to additional costs of funding from the High Needs block for Special Schools, the Pupil Referral Unit, additional children with statements in mainstream schools, the cost of high-cost external placements and an increase in learners accessing Post 16 FE provision.

- 2.5 The funding formula and the 0.5% transfer between blocks as proposed was approved by Schools Forum. However, as advised above, this agreement was on the basis that this was subject to review once the detailed additional funding information (arising from the Spending Review) was announced and ensuring that the funding provided a minimum funding level per pupil of £4,265 for primary and £5,525 for secondary schools. The funding formula and 0.5% transfer between blocks was subsequently reported to and approved by Cabinet on 13 December 2021.
- 2.6 As advised above, on 16 December 2021, the Council received the final DSG notification for 2022/23 including an amount for the Early Years Block. The 2022/23 DSG for Oldham is a total value of £298.955m, which includes additional funding of £8.431m for the Schools Block and £6.607m for the High Needs Block. The total allocation is analysed over the four funding blocks including comparisons to the 2021/22 actual allocations in the table below:

Table 1 – Dedicated School Grant 2022/23

	Schools Block	Central School Services Block	High Needs Block	Early years Block	Total DSG Allocation
	£000	£000	£000	£000	£000
2022/23 Allocation**	227,079	2,417	51,158	18,301	298,955
2021/22 Allocation*	218,648	2,618	44,551	19,714	285,531
Variance	8,431	(201)	6,607	(1,413)	13,424

*2021/22 Schools Block and High Needs Block excludes the transfer of £1.049m from the Schools Block to the High Needs Block. The High Needs Block includes the adjustment for imports/exports.

**2022/23 Schools Block includes £1.813m for National Non-Domestic Rates which the ESFA will pay billing authorities directly.

- 2.7 The autumn 2021 spending review confirmed £1.6 billion funding for schools and high needs, for the 2022/23 financial year, above the previous settlement for that year. This funding will be allocated through the schools supplementary grant 2022 to 2023. The allocation for Oldham is £6.626m. In addition to the schools supplementary grant, Local Authorities have been allocated a share of £325m additional High Needs funding for 2022 to 2023, on top of the DSG high needs block allocations, calculated under the national funding formula. Oldham's allocation of this High Needs funding is £1.756m. This has been included in the High Needs Block for 2022/23 in the table above. The allocations for the Schools and Central Schools Services Block are final. A small proportion of the High Needs Block is subject to change and will be adjusted in Spring 2022. This will include an adjustment for Springboard and Halcyon Way Free Schools which are included within the Local Authority allocation and imports/exports (Oldham children educated in schools outside the borough and children from outside the borough educated in Oldham schools). For planning purposes, the allocation for imports/exports has been estimated at the same allocation as for 2021/22. The Local Authority will also estimate the Early Years Block based on the January 2022 census when available, as the current figure is based on January 2021, and this is not formally updated until July 2022. In addition, the Early Years Block funding will not be fully finalised until July 2023 because 7/12 of the allocation will be based on the January 2023 census.

- 2.8 Overall, the 2022/23 DSG allocation has increased by £13.424m. For 2022/23, historic commitments funding has been reduced by 20% nationally by the DfE. The DfE will continue to unwind this funding in future years. As a result, the Central School Services Block allocation for Oldham for 2022/23 has reduced by £0.201m although the costs will still be incurred. The impact of this reduction is being managed as part of the Council's 2022/23 revenue budget setting process. The amount for ongoing responsibilities has increased by £0.011m due to an increase of pupils.

3 DSG Deficit

- 3.1 The DSG has been in deficit since 2016/17, largely caused by spending pressures in the High Needs Block in relation to increasing numbers of pupils receiving Education Health & Care Plans (EHCPs), increasingly complex needs, increasing costs of provision, particularly those outside the Local Authority, the Pupil Referral Unit and for Post 16 Education.
- 3.2 There have been transfers of funding from other blocks (including using year end underspends) to partially offset the deficit and Table 2 below shows the net overall position of the DSG balance for the last few years. The estimated position at the end of 2022/23 shows a substantial improvement with only a small deficit of £0.113m.

Table 2 - DSG Surplus / Deficit

DSG High Needs Block	High Needs Block (Deficit)/ Surplus £000	Movement from Schools Block £000	Savings/ Movement Schools Block £000	Savings/ Movement Early Years Block £000	Overspend CSSB £000	Other £000	DSG (Deficit)/ Surplus £000	Cumulative DSG (Deficit)/ Surplus £000
2015/16	(671)	0	1,399	99	0	10	837	837
2016/17	(2,968)	385	38	1	0	5	(2,539)	(1,702)
2017/18	(4,336)	2,380	682	(55)	0	0	(1,329)	(3,031)
2018/19	(2,665)	1,878	268	826	0	1	308	(2,723)
2019/20	(4,239)	1,594	366	134	(48)	0	(2,193)	(4,916)
2020/21	(817)	1,009	954	264	(54)	0	1,356	(3,560)
2021/22 estimate	290	1049	(768)	0	(40)	0	531	(3,029)
2022/23 estimate	3,751	0	(795)	0	(40)	0	2,916	(113)

High Needs Block

- 3.3 The High Needs Block mainly funds pupils in specialist and alternative settings, such as special schools (both maintained and independent), resource units within mainstream schools, pupil referral units, and pupils with high needs in mainstream and early years settings and post 16 colleges. It also provides central support services such as Hearing and Visual Impairment (HI/VI) services.
- 3.4 Table 3 details the funding allocation for the High Needs Block for 2022/23 and compares it to 2021/22. The allocation is provisional as there are still adjustments to be confirmed, as outlined earlier in section 2.7.

Table 3 - High Needs Block Allocation

High Needs Block	2021/22 allocation £000	2022/23 allocation £000
High Needs Formula	38,002	42,313
Hospital Allocation	592	634
Additional Allocation	0	0
Special Schools Census	4,979	5,477
Additional funding for Special Free School	228	228
Import/Export Adjustment (not yet known 2022/23)	645	750
Notified High Needs Allocation	44,446	49,402
Estimated Additional allocation imports/exports	105	0
Initial High Needs Allocation	44,551	49,402
Additional allocation to High Needs Block following the Spending Review 2021	0	1,756
Gross High Needs Allocation	44,551	51,158
Transfer from Schools Block; 0.50% 2021/22	1,049	0
Gross High Needs Allocation after transfer	45,600	51,158
Top sliced for Academies for ESFA (recoupment) to pay academies direct. (2021/22 is an estimate)	(10,282)	(10,840)
Total High Needs Block	35,318	40,318

- 3.5 Following the autumn 2021 spending review, there has been a further additional High Needs allocation for Oldham of £1.756m for the 2022/23 financial year. Therefore, the total allocation for 2022/23 for High Needs is £51.158m and the funding for 2022/23 has increased by £6.607m (from £44.551m to £51.158m). The place funding for academies/free schools is top sliced from the Local Authority allocation and paid to the schools directly.
- 3.6 Due to the additional funding notified for 2022/23, it is anticipated that there will no longer be a requirement for the transfer between the Schools and High Needs blocks to continue in Oldham in 2022/23. It is anticipated that the DSG can be brought back into balance in 2023/24 without the need for a transfer, as shown in Table 4. In total therefore, the Schools Block is £227.079m and the High Needs Block is £51.158m (excluding the £6.626m supplementary grant for schools).

Recovery Plan

- 3.7 Table 4 shows the current recovery plan. This shows a projected deficit of £3.029m at the end of 2021/22. This was reported to the Schools Forum on 19 January 2022 and is included in the Council's Month 8 Financial Monitoring Report.
- 3.8 Further anticipated, additional pressures in 2022/23 are offset by the increased funding from Government and estimated savings from Out of Borough placements to deliver a potential in-year surplus of £2.916m after reversing the indicative transfer. However, there remains a cumulative forecast deficit of £0.113m. Given the anticipated funding for 2023/24, this then moves to a surplus position of £2.522m at the end of 2023/24 rather than the deficit of £0.844m that had previously been expected.

- 3.9 It is an important element of the financial management of the Authority that the DSG is not in a deficit position and there has been action to address this. However, the current deficit has resulted from the increase in DSG resources being more than offset by the increasing numbers of children with special needs entering the education system, predominantly resulting in increased expenditure in the High Needs Block. Action taken so far to try to reduce the deficit includes:
- The revision of Council processes to ensure that Education Health and Care Plans (EHCP) are issued in a timelier manner and reviewed more frequently with regard to the needs of the child
 - Changes to the process for the placement of children out of borough
 - Transfers of funding between the Schools and High Needs blocks
- 3.10 Work will continue during the remainder of 2021/22 and throughout 2022/23 and beyond to ensure that the projected surplus position by 2023/24 is achieved.
- 3.11 The recovery plan has been remodelled and this highlights that the DSG deficit forecast for 2021/22 has reduced to £3.029m due to growth funding not spent in 2021/22 but committed for 2022/23. However, it produces a surplus for 2023/24.

Table 4 - DSG Recovery Plan

	2021/22 £000	2022/23 £000	2023/24 £000
Opening Balance - Surplus/(Deficit)	(3,560)	(3,029)	(113)
Movements per original plan	5,081	0	0
Revised Forecast Variance	1,521	(3,029)	(113)
Estimated Additional (Pressures)/ Savings	(4,550)	2,284	879
Additional High Needs Funding per the announcement	0	1,756	1,756
Reverse Indicative Transfer		(1,124)	
Revised Net Forecast (Deficit)/Surplus	(3,029)	(113)	2,522
Previously Reported Net Forecast (Deficit)/Surplus (Nov 21)	(3,731)	(382)	844

- 3.12 The recommendations of the DfE consultation 'Clarifying the Specific Grant and Ring-Fenced Status of the DSG' have been incorporated in the Schools and Early Years Finance (England) Regulations 2020, which were laid before Parliament on 30 January 2020 and came into force on 21 February 2020. The revised legislation makes it entirely clear, on a statutory basis, that a DSG deficit must be carried forward to be dealt with from future DSG income, unless the Secretary of State authorises an Authority not to do this. The Government's intention is that DSG Deficits should not be covered from general fund resources and that over time they should be recovered from DSG income. This came into force from 29 November 2020 and is applicable for 3 financial years starting in 2020/21. Local Authorities must charge the amount of the deficit to an account established, charged and used solely for the purpose of

recognising deficits in respect of its schools' budget. This account must be presented within the Statement of Accounts. Oldham has complied with this in the 2020/21 accounts.

- 3.13 These regulations also mean that there will no longer be an automatic 1% trigger for the production of a DSG deficit recovery plan, instead the DfE will focus on those Authorities requiring help through a more measured and targeted approach. As the current Recovery Plan has been agreed with the Schools Forum, it is appropriate to continue to present information in this format. The Authority will continue to use the recovery plan arrangements as an effective means of monitoring the DSG position and will continue to liaise with the Schools Forum accordingly.
- 3.14 The Authority has been liaising with the DfE/ESFA due to its deficit position to agree action to bring the DSG back into at least a balanced position by 2023/24. To date the discussions have been constructive. In view of the projected surplus by 2023/24, it is expected that the DfE will be satisfied with the current position.

This page is intentionally left blank

APPENDIX 2

Calculation of Council Tax Tax Base 2022/23 (Based on all properties)

Bands	A reduced	A	B	C	D	E	F	G	H	Total
Total number of Dwellings on the Valuation List		50,758	17,395	16,448	7,125	3,401	1,558	909	83	97,677
Total number of Exempt and Disabled Relief Dwellings on the Valuation List	160	(1,388)	(258)	(333)	(120)	(51)	(14)	(10)	(23)	(2,037)
No. of Chargeable Dwellings	160	49,370	17,137	16,115	7,005	3,350	1,544	899	60	95,640
Less: Estimated discounts, exemptions and disabled relief	(7.5)	(5,634.5)	(1,479.25)	(1,170.5)	(381.5)	(156.25)	(68.75)	(37.25)	(3.75)	(8,939.25)
Total equivalent number of dwellings after discounts, exemptions and disabled relief	152.5	43,735.5	15,657.75	14,944.5	6,623.5	3,193.75	1,475.25	861.75	56.25	86,700.75
Factor stipulated in regulations	5/9	6/9	7/9	8/9	9/9	11/9	13/9	15/9	18/9	
Band D equivalent	84.72	29,157	12,178.25	13,284	6,623.5	3,903.47	2,130.92	1,436.25	112.5	68,910.61
Net effect of Local Council Tax Support Scheme (LCTSS) and other adjustments – reduction in Band D Equivalents										(10,037.76)
Increase in Band D equivalents in 2022/23 based on estimates of changes in discounts & exemptions and the acceleration of planned housing/ regeneration schemes.										507
Total after LCTSS and other adjustments										59,379.85
Multiplied by estimated collection rate										96.75%
Band D Equivalents										57,450

For information: Parish Council Tax Tax Bases –

Saddleworth 8,833

Shaw & Crompton 5,548

This page is intentionally left blank

Band	Oldham Council (Including Adult Social Care Precept) £	Mayoral Police and Crime Commissioner Precept £	Mayoral General Precept (including Fire Services) £	Saddleworth Parish Precept £	Shaw and Crompton Parish Precept £
A	1,194.45	152.20	68.63	16.20	11.92
B	1,393.52	177.56	80.07	18.90	13.91
C	1,592.60	202.93	91.51	21.60	15.90
D	1,791.68	228.30	102.95	24.31	17.89
E	2,189.83	279.03	125.82	29.71	21.86
F	2,587.98	329.76	148.70	35.11	25.84
G	2,986.13	380.50	171.58	40.51	29.81
H	3,583.36	456.60	205.90	48.62	35.78

Oldham - Inclusive of Mayoral Precepts

Band	2021/22 £	2022/23 £
A	1,354.78	1,415.28
B	1,580.57	1,651.15
C	1,806.38	1,887.04
D	2,032.19	2,122.93
E	2,483.78	2,594.68
F	2,935.38	3,066.44
G	3,386.97	3,538.21
H	4,064.38	4,245.86

Saddleworth Parish Total Council Tax

Band	2021/22 £	2022/23 £
A	1,370.45	1,431.48
B	1,598.85	1,670.05
C	1,827.27	1,908.64
D	2,055.70	2,147.24
E	2,512.51	2,624.39
F	2,969.33	3,101.55
G	3,426.15	3,578.72
H	4,111.40	4,294.48

Shaw and Crompton Parish Total Council Tax

Band	2021/22 £	2022/23 £
A	1,366.36	1,427.20
B	1,594.08	1,665.06
C	1,821.82	1,902.94
D	2,049.56	2,140.82
E	2,505.01	2,616.54
F	2,960.47	3,092.28
G	3,415.92	3,568.02
H	4,099.12	4,281.64

In 2022/23 the Oldham Council element of Council Tax includes a precept to be used for Adult Social Care. The precept per band is highlighted in the table below:

Band	Adult Social Care Precept Element £
A	145.62
B	169.89
C	194.16
D	218.43
E	266.97
F	315.51
G	364.05
H	436.86

This page is intentionally left blank

Appendix 4 - Current Budget Position 2022/23

	2022/23 £000
Prior Year Net Revenue Budget	237,349
2022/23 Adjustments to the Base Budget	
Adjustment for one off expenditure in 2021/22 - Covid Legacy	(7,737)
Adjustment for one off expenditure in 2021/22 - Domestic Abuse Safe Accommodation Grant	(578)
Adjustment for Housing Benefit Administration Grant	0
Flexible use of Capital Receipts 2021/22	2,000
Reversal of Use of Reserves	16,830
Reduction in contribution to partners	(200)
Procurement Framework	(506)
Treasury Management Income	(1,512)
Total Adjustments to the Base Budget	8,297
Revised Base Position	245,646
Expenditure Adjustments	
2021/22 Unachieved Savings	499
Investment Fund	(3,766)
Pay Inflation	1,500
National Insurance / Health and Social Care Levy Increases	990
Contractual and Service Inflation	2,630
Energy Price Inflation	1,500
Dedicated Schools Grant - Inherited Liabilities	212
Home to School Transport - additional costs	750
Children's Social Care - additional service pressures	1,400
Development of the Systems and Service Intelligence Team for Children's, Adults and Education Services	872
Adult Social Care Pressures	2,764
Expenditure funded by Adult Social Care Precept (ASCP) - Including £1m to fund the Living Wage	2,026
Foundation National Living Wage	
Adult Social Care Reform – Impact of Market Sustainability and Fair Cost of Reform Fund	758
Increased expenditure funded by the passporting of Public Health Grant	164
Revenues and Benefits Service New Burdens	13
Organisational Redesign	1,300
Increase in the budget to reflect the cost of the Procurement function	250
Covid Legacy Costs	12,000
Up-front Investment to Support 2023/24 Budget Reductions	405
Revised Parish Precept	14
Total Expenditure Adjustments	26,281
Development Fund / Political Priorities	
Clean Street Initiative	1,000
District Partnership Working	300
Improved Customer Engagement	200
District Youth Work	80
Queen's Jubilee Celebrations	100
Total Development Fund	1,680
Impact of Levies and Contributions	
GMCA - Waste Disposal Levy	282
GMCA - Transport Levy	0
GMCA - Transport Statutory Charge	(17)
Contributions to GM-Wide Activities	0
Environment Agency Levy	2
Total Impact of Levies	267
Total Expenditure	273,874

	2022/23 £000
Funded By:	
Government Grant	
Business Rates Top Up	(42,439)
Improved Better Care Fund Grant	(11,187)
Social Care Support Grant	(12,132)
Lower Tier Services Support Grant	(428)
Independent Living Fund Grant	(2,580)
Housing Benefit Administration Grant	(824)
Council Tax Administration Grant	(371)
New Homes Bonus Grant	(562)
2022/23 Services Grant	(4,467)
Revenues and Benefits Service New Burdens	(13)
Market Sustainability and Fair Cost of Care Fund	(758)
Total Government Grant Funding	(75,761)
Locally Generated Income - Business Rates	
Retained Business Rates	(51,850)
Grant in Lieu of Business Rates	(19,471)
Total Business Rates Income	(71,321)
Locally Generated Income - Council Tax	
Council Tax Income - General Purposes	(90,383)
Adult Social Care Precept 2016/17	(1,600)
Adult Social Care Precept 2017/18	(1,660)
Adult Social Care Precept 2018/19	(1,726)
Adult Social Care Precept 2019/20	(1,795)
Adult Social Care Precept 2020/21	(1,866)
Adult Social Care Precept 2021/22	(1,922)
Adult Social Care Precept 2022/23	(1,980)
Parish Precepts	(314)
Total Council Tax Income	(103,246)
Collection Fund Deficit (2020/21)	2,192
Collection Fund Surplus (2021/22)	(1,307)
Total Collection Fund (excluding the impact of business rates reliefs)	885
Total Funding	(249,443)
Budget Reduction Requirement	24,431
Collection Fund Deficit – Impact of Business Rates Reliefs	13,092
Adjusted Budget Reduction Requirement	37,523

Summary of Budget Reductions by Cabinet Member

Appendix 5

Reference	Proposal Name	Responsible Officer	2022/23		2023/24	2024/25	Total	EIA Required?	Appendix 5 Page Number
			Total Proposed Budget Reduction £000	Proposed FTE Reduction	Total Proposed Budget Reduction £000	Total Proposed Budget Reduction £000	Proposed Budget Reduction £000		
Leader of the Council and Cabinet Member for Economic & Social Reform - Cllr A Shah									
CEX-BR1-513	Review of Executive Support Service	Lewis Greenwood	(45)	1.0	0	0	(45)	No	1
CEX-BR1-514	Chief Executive Management	Harry Catherall	(186)	1.0	0	0	(186)	No	5
PPL-BR1-501	Creating a Better Place - Income Generation	Emma Barton	(100)	0.0	(100)	(850)	(1,050)	No	9
Cllr A Shah Total			(331)	2.0	(100)	(850)	(1,281)		
Deputy Leader and Cabinet Member for Neighbourhoods - Cllr A Chadderton									
REF-BR1-519	Electric Cars	Neil Consterdine	(18)	0.0	0	0	(18)	No	15
REF-BR1-520	Reduction of FTE in Community Safety Services	Neil Consterdine	(45)	1.0	0	0	(45)	No	19
PPL-BR1-502	Additional Income Generation from new Flexi Parking Permit	Emma Barton	(75)	0.0	0	(100)	(175)	No	24
PPL-BR1-506	Cemetery and Cremations	John Lamb	(118)	0.0	0	0	(118)	No	28
PPL-BR1-507	Highways and Highways Unity	John Lamb	(245)	0.0	0	0	(245)	No	32
PPL-BR1-508	Increase External Customer Base - Trade Waste	John Lamb	(32)	0.0	(10)	(3)	(45)	No	36
PPL-BR1-509	Increase Trade Fees and Charges - Trade Waste	John Lamb	(74)	0.0	0	0	(74)	No	40
PPL-BR1-510	Public Protection Restructures - Environmental Health & First Response	John Lamb	(37)	1.0	(50)	0	(87)	No	44
Cllr A Chadderton Total			(644)	2.0	(60)	(103)	(807)		
Cabinet Member for Housing - Cllr H Roberts									
PPL-BR1-511	Public Protection Restructures - Building Control	John Lamb	(23)	0.4	0	0	(23)	No	49
PPL-BR1-503	Planning Income Fees	Emma Barton	(50)	0.0	0	0	(50)	No	53
Cllr H Roberts Total			(73)	0.4	0	0	(73)		
Cabinet Member for Health & Social Care - Cllr Z Chauhan									
ASC-BR1-548	Smarter Ways of Working	Mark Warren	(100)	2.0	(119)	0	(219)	Yes	58
ASC-BR1-549	Income Maximisation for Adult Social Care	Mark Warren	(1,380)	0.0	0	0	(1,380)	Yes	69
ASC-BR1-550	CHASC 'Other' - General Operational	Mark Warren	(174)	0.0	0	0	(174)	No	79
ASC-BR1-551	Core Management Fee Reduction - Miocare Group	Helen Ramsden	(115)	1.6	0	0	(115)	Yes	83
ASC-BR1-552	Review Care and Support Plans	Mark Warren	0	0.0	(1,255)	0	(1,255)	Yes	91
ASC-BR1-553	Increasing Community Enablement Throughput	Jayne Ratcliffe	(292)	0.0	0	0	(292)	Yes	105
ASC-BR1-554	Learning Disability Consultant Psychiatrist	Mark Warren	(73)	0.0	0	0	(73)	Yes	112
ASC-BR1-555	Supported Living Voids Budget	Mark Warren	(45)	0.0	0	0	(45)	Yes	119
ASC-BR1-556	Housing Related Support (Short Term Supported Housing)	Mark Warren	(225)	0.0	0	0	(225)	Yes	126
REF-BR1-521	Smoking in Pregnancy Midwife	Katrina Stephens	(50)	0.0	0	0	(50)	No	133

Reference	Proposal Name	Responsible Officer	2022/23		2023/24	2024/25	Total	EIA Required?	Appendix 5 Page Number
			Total Proposed Budget Reduction £000	Proposed FTE Reduction	Total Proposed Budget Reduction £000	Total Proposed Budget Reduction £000	Proposed Budget Reduction £000		
REF-BR1-522	Medicines Management	Katrina Stephens	(10)	0.0	0	0	(10)	No	138
REF-BR1-523	NHS Health Checks EMIS Contract	Katrina Stephens	(32)	0.0	0	0	(32)	No	142
REF-BR1-524	Sexual Health - Various	Katrina Stephens	(245)	0.0	0	0	(245)	Yes	146
REF-BR1-525	Public Health Staffing	Katrina Stephens	(112)	3.0	0	0	(112)	No	155
REF-BR1-526	Get Oldham Growing	Katrina Stephens	(62)	1.0	0	0	(62)	Yes	160
Cllr Z Chauhan Total			(2,915)	7.6	(1,374)	0	(4,289)		
Cabinet Member for Education & Skills - Cllr S Mushtaq									
REF-BR1-527	Oldham Music Service - Fees & Charges	Katrina Stephens	(27)	0.0	0	0	(27)	Yes	173
REF-BR1-528	Oldham Theatre Workshop - Fees & Charges	Katrina Stephens	(11)	0.0	0	0	(11)	Yes	179
CHS-BR1-532	Income Generation- Educational Psychologists/ QEST	Richard Lynch	(150)	0.0	0	0	(150)	No	186
CHS-BR1-534	Virtual School Team Manager- Pupil Premium Plus	Richard Lynch	(58)	0.0	0	0	(58)	No	191
CHS-BR1-535	Governor Services- Reduce Expenditure	Richard Lynch	(15)	0.0	0	0	(15)	No	196
CHS-BR1-536	Oldham Learning reduced de-delegated funding	Richard Lynch	(85)	0.0	(45)	0	(130)	No	200
CHS-BR1-537	General (non-staffing) Expenditure	Richard Lynch	(10)	0.0	0	0	(10)	No	205
Cllr S Mushtaq Total			(356)	0.0	(45)	0	(401)		
Cabinet Member for Employment & Enterprise - Cllr S Akhtar									
PPL-BR1-504	Visit Oldham, Training Budget and Oldham Enterprise Trust	Emma Barton	(56)	0.0	(48)	(8)	(111)	No	210
Cllr S Akhtar Total			(56)	0.0	(48)	(8)	(111)		
Cabinet Member for Corporate Services - Cllr J Stretton									
REF-BR1-529	Human Resources & Organisational Development	Julia Veall	(250)	3.0	0	0	(250)	No	216
REF-BR1-530	Transformation & Reform - Vacant Posts Deletion	Julia Veall	(124)	2.2	0	0	(124)	No	221
CEX-BR1-515	Elections	Paul Entwistle	(15)	0.0	0	0	(15)	No	226
Cllr J Stretton Total			(389)	5.2	0	0	(389)		
Cabinet Member for Children & Young People - Cllr E Moores									
CHS-BR1-538	Early Years Staffing Reduction	Richard Lynch	(21)	0.4	0	0	(21)	No	231
CHS-BR1-539	Delete post-Designated Missing from Home	Elaine Devaney	(16)	1.0	0	0	(16)	No	236
CHS-BR1-540	Reduce FTE of Children with Disabilities (CWD) Team	Elaine Devaney	(26)	1.0	0	0	(26)	No	241
CHS-BR1-541	Delete Post- Corporate Parenting Manager	Elaine Devaney	(54)	1.0	0	0	(54)	No	246
CHS-BR1-542	Delete 2 Social Workers from the Adoption Service	Elaine Devaney	(83)	2.0	0	0	(83)	No	251
CHS-BR1-543	Delete Post - Social Worker in Permanence	Elaine Devaney	0	0.0	(46)	(47)	(93)	No	255

Reference	Proposal Name	Responsible Officer	2022/23		2023/24	2024/25	Total	EIA Required?	Appendix 5 Page Number
			Total Proposed Budget Reduction £000	Proposed FTE Reduction	Total Proposed Budget Reduction £000	Total Proposed Budget Reduction £000	Proposed Budget Reduction £000		
CHS-BR1-544	Autism Youth Club	Elaine Devaney	0	0.0	(12)	0	(12)	Yes	260
CHS-BR1-545	Do not renew MOMO	Elaine Devaney	(10)	0.0	0	0	(10)	Yes	267
CHS-BR1-547	Savings on Targeted Youth Lot 3	Elaine Devaney	(25)	0.0	(23)	0	(48)	No	274
Cllr E Moores Total			(235)	5.4	(81)	(47)	(363)		
Deputy Leader and Cabinet Member for Finance & Low Carbon - Cllr A Jabbar									
CEX-BR1-516	Finance Service	Anne Ryans	(379)	0.0	0	0	(379)	No	279
CEX-BR1-517	Finance Service - Unity Contract	Anne Ryans	0	0.0	(73)	(103)	(175)	No	283
CEX-BR1-518	Treasury Management	Anne Ryans	(750)	0.0	0	0	(750)	No	287
PPL-BR1-505	Corporate Landlord and Facilities Management	Emma Barton	(120)	0.0	(100)	0	(220)	No	292
PPL-BR1-512	Information and Communications Technology (ICT)	Dominic Whelan	(20)	0.0	(15)	(40)	(75)	No	297
Cllr A Jabbar Total			(1,269)	0.0	(188)	(143)	(1,599)		
Grand Total			(6,268)	22.6	(1,895)	(1,150)	(9,313)		

This page is intentionally left blank

Appendix 6

Budget Reduction Proposals and Draft EIAs

Budget
reductions

Budget Reduction Proposals

**Leader of the Council and
Cabinet Member for
Economic & Social
Reform**

Cllr A Shah

Budget

reductions

BR1 - Section A

Reference :	CEX-BR1-513
Responsible Officer :	Lewis Greenwood
Cabinet Member :	Cllr A Shah
Support Officer :	Lewis Greenwood

Service Area :	Executive Support
Budget Reduction Title :	Review of Executive Support Service

Budget Reduction Proposal - Detail and Objectives :
A redesign of the Directorate Support Officer posts contained within the Executive Support Team will be undertaken to ensure there is alignment to the new Senior Management Team Structure for the Council. To align to the Directorates of People, Place and Resources (and Assistant Chief Executive), a consultation with the Directorate Support Officer posts will be undertaken with a view to Directorate support being provided on a 1FTE to 2 Directorate ratio. There will be no impact on service delivery if this model is taken forward however, there will be a reduction of 1FTE within the Executive Support Team.

2021/22 Service Budget and Establishment	£000
Employees	592
Other Operational Expenses	15
Income	(58)
Total	549

Current Forecast (under) / overspend	(31)

Number of posts (Full time equivalent)	14.80

	2022/23	2023/24	2024/25
Proposed Budget Reduction (£000)	(45)	0	0
Proposed Staffing Reductions (FTE)	1.00	0.00	0.00

Is your proposal a "one-off" in 2022/23 or is it ongoing?	Ongoing

Section B

What impact does the proposal have on the following? :

Property
N/a
Service Delivery
The service will be aligned to the Senior Management Team and directorates and so there will be no impact on service delivery.
Future expected outcomes
A reduction of 1FTE post within the Executive Support Team.
Organisation
The service structure will be aligned to the Directorates across the Organisation.
Workforce
There will be a consultation with staff with a proposed reduction of 1FTE post within the Executive Support Team.
Communities and Service Users
N/a
Oldham Cares
N/a
Other Partner Organisations
N/a

Who are the key stakeholders?

Staff	Yes
Elected Members	Yes
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

The service will be aligned to the Senior Management Team and Directorates. A higher quality, focused executive support service provided to Chief Officers and Directorates will be in place, bringing together organisational alignment to reduce any silo-working and taking forward key organisational priorities and performance will be key to the roles. The proposal will also delivery an on-going budget reduction to support the Council's financial challenge.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Proposal not supported by TU/staff resulting in no savings.	Staff encouraged to provide alternative options in order to meet the savings required.
N/a	N/a
N/a	N/a

Key Development and Delivery Milestones:

Milestone	Timeline
Trade Union briefing.	W/c 10 January 2022.
Consultation with affected staff Inform other members of executive support team.	W/c 10 January 2022.
Consultation period ending.	Mid/Late February 2022.
Formal consultation ends.	Mid/Late February 2022 and service go live 1 April 2022.

Section D

Consultation Required?	Yes	
	Start	Conclusion
Staff	13-Jan-2022	14-Feb-2022
Trade Union	13-Jan-2022	14-Feb-2022
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

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

Section E

Finance Comments
The restructure of the Executive Support team will realise an ongoing saving of £45k from 2022-23 onwards.

Signed RO	22-Dec-2021
Signed Finance	22-Dec-2021

Cabinet Member Signature		
Name and Date	Cllr A Shah	17-Jan-2022

BR1 - Section A

Reference :	CEX-BR1-514
Responsible Officer :	Harry Catherall
Cabinet Member :	Cllr A Shah
Support Officer :	Harry Catherall

Service Area :	Chief Executive Management
Budget Reduction Title :	Chief Executive Management

Budget Reduction Proposal - Detail and Objectives :
Following recent management changes, an opportunity will be taken review the structure of the Senior Management Team of the Council with a view to making an expenditure reduction in the management structure. Work will progress during this financial year including appropriate consultation with staff. It is anticipated that this will result in a 10% reduction in staffing expenditure (£0.171m). It is anticipated that in the first instance this will be delivered via vacancy management. In addition, a review of the non-pay budgets under the direct control of the Chief Executive has suggested a £0.015m reduction can be delivered comfortably.

2021/22 Service Budget and Establishment	£000
Employees	1,983
Other Operational Expenses	298
Income	(418)
Total	1,863

Current Forecast (under) / overspend	(29)

Number of posts (Full time equivalent)	12.80

	2022/23	2023/24	2024/25
Proposed Budget Reduction (£000)	(186)	0	0
Proposed Staffing Reductions (FTE)	1.00	0.00	0.00

Is your proposal a "one-off" in 2022/23 or is it ongoing?	Ongoing

Section B

What impact does the proposal have on the following? :

Property
No impact on property.
Service Delivery
No impact on service delivery.
Future expected outcomes
The proposal will contribute to the achievement of the 2022/23 budget reduction target.
Organisation
The recent revisions to the organisational structure of the Council provides an opportunity to review the alignment of the Senior Management Team of the Council which will impact on the format of the management arrangements of the Council and support a budget reduction.
Workforce
Consultation will be required with staff impacted by any proposed realignment of the senior management structure in order to deliver a recurrent revenue saving. Trades Union colleagues will be engaged as appropriate. Such consultation will take place in accordance with Council HR policies and procedures.
Communities and Service Users
No impact on communities and service users.
Oldham Cares
No impact on Oldham Cares.
Other Partner Organisations
No impact on other partner organisations.

Who are the key stakeholders?

Staff	Yes
Elected Members	Yes
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
All.	
Other (if yes please specify below)	No
N/a	

Benefits to the organisation/staff/customers including performance improvements

A £0.186m contribution to the achievement of the 2022/23 budget reduction target.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Delays to the revision to the organisational structure.	The review of the organisational structure will be taken forward with pace in order to support the challenges that the Council is facing.
The revised structure does not deliver the saving anticipated.	The structure is being designed with regard to the level of resources available to implement changes.
N/a	N/a

Key Development and Delivery Milestones:

Milestone	Timeline
Review of the senior management structure.	December 2021 to February 2022.
Consultation with impacted staff.	January to March 2022.
Implement revised management arrangements.	From April 2022.
N/a	N/a

Section D

Consultation Required?	Yes

	Start	Conclusion
Staff	13-Jan-2022	14-Feb-2022
Trade Union	13-Jan-2022	14-Feb-2022
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

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

Section E

Finance Comments
The delivery of £171k of the saving is reliant on the successful restructuring of the senior management of the Council. This will be driven forward by the Chief Executive and should therefore be deliverable on a recurrent basis. The £15k non-pay budget reduction can be delivered comfortably.

Signed RO	19-Dec-2021

Signed Finance	21-Dec-2021

Cabinet Member Signature	
Name and Date	Cllr A Shah 17-Jan-2022

Responsible Officer :	Emma Barton
Cabinet Member :	Cllr A Shah
Support Officer :	Christopher Lewis

BR1 - Section A

Service Area :	Economy Skills and Neighbourhoods Management
Budget Reduction Title :	Creating a Better Place - Income Generation

Budget Reduction Proposal - Detail and Objectives :

Creating a Better Place – additional activities can be considered to support income generation and support the corporate financial savings programme over a three year timeframe:

- Focus on debt recovery (rent arrears) / proactive programme of re-engagement and repayment plans
- Rent reviews for existing tenants (commercial) to balance with inflation and maintenance costs on properties
- New lease agreements, inward investment to fill vacant buildings and generate new rent payments
- Community Asset Transfer (CAT) community buildings – reduce council liabilities, energy bills, maintenance costs
- Other Council owned buildings – review lease / utilisation and embrace place based service delivery

2021/22 Service Budget and Establishment

	£000
Employees	10,932
Other Operational Expenses	13,165
Income	(20,733)
Total	3,364

Current Forecast (under) / overspend

	1,105

Number of posts (Full time equivalent)

	424.88

	2022/23	2023/24	2024/25
Proposed Budget Reduction (£000)	(100)	(100)	(850)
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2022/23 or is it ongoing?

	Ongoing

Section B

What impact does the proposal have on the following? :

Property
None.
Service Delivery
None – the work programme can be reviewed to prioritise these activities
Future expected outcomes
Help to accelerate wider objectives of the Creating a Better Place programme.
Organisation
None.
Workforce
The only impact is work programmes and resource requirements. Service review includes TUPE of the Unity Estates Team back into the Council to ensure we have the right people, with the right skills in the right teams.
Communities and Service Users
Community / political impact due to difficult discussions and engagement programme with community facilities about relocation / re-lease to support liability transfer.
Oldham Cares
None.
Other Partner Organisations
None.

Who are the key stakeholders?

Staff	Yes
Elected Members	Yes
Residents	No
Local business community	Yes
Schools	No
Trade Unions	No
External Partners (if yes please specify below)	Yes
See 'Additional Information'	
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

Wider benefits include economic activity and helping local communities have more control over the building from which they operate. Delivery of a significant budget reduction over a three year timeframe.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Commercial tenants leave due to rent increase.	Market evaluation and rent increases in agreement with tenants through new Heads of Terms.
Community concerns about lack of financial support and investment following CAT process.	Clear engagement and communications ahead of any decisions being made.
N/a	N/a

Key Development and Delivery Milestones:

Milestone	Timeline
Review of debt recovery arrangements /rent reviews.	On-going from January 2022.
Medium term – negotiation of new lease agreements.	From 2024/25.
N/a	N/a
N/a	N/a

Section D

Consultation Required?	No

	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

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

Section E

Finance Comments
The savings contained on this proforma are additional to the already agreed savings targets for the Creating a Better Place programme and the achievement of the totality of the Creating a Better Place Programme savings will be dependent on the ability of the Council to reduce its estate, deliver capital schemes and generate income. Whilst the current targets are ambitious, they are currently considered to be achievable.

Signed RO	13-Dec-2021

Signed Finance	15-Dec-2021

Cabinet Member Signature	
Name and Date	Cllr A Shah 17-Jan-2022

Additional Information (if required)

External Partners:

Oldham Clinical Commissioning Group (CCG) / Northern Care Alliance (NCA) colleagues who share accommodation space.

**Budget Reduction
Proposals Deputy
Leader and
Cabinet Member
for
Neighbourhoods**

Cllr A Chadderton

**Budget
reductions**

BR1 - Section A

Reference :	REF-BR1-519
Responsible Officer :	Neil Consterdine
Cabinet Member :	Cllr A Chadderton
Support Officer :	Neil Consterdine

Service Area :	District Partnerships
Budget Reduction Title :	Electric Cars

Budget Reduction Proposal - Detail and Objectives :
The District Teams have access to a fleet of 6 electric vehicles. Originally intended to be shared between the teams and Greater Manchester Police (GMP), these vehicles are now almost entirely used by the Police. Given the move towards more flexible working approaches, it is anticipated that there will be even less use of the vehicles going forward. The vehicles are approaching the end of their useful life. Disposing of the vehicles would remove the needed for paying fleet charges and maintenance, saving £17,610. Discussions have started with GMP around the possibility of these vehicles being transferred to their fleet, as they are still heavily used by the Neighbourhood Policing Teams.

2021/22 Service Budget and Establishment	£000
Employees	842
Other Operational Expenses	249
Income	(146)
Total	945

Current Forecast (under) / overspend	(128)

Number of posts (Full time equivalent)	19.00

	2022/23	2023/24	2024/25
Proposed Budget Reduction (£000)	(18)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2022/23 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 and Service Users
None.
Oldham Cares
None.
Other Partner Organisations
GMP – potential to reduce the available fleet. GMP are currently being consulted on an option for the vehicles to be transferred to them.

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
Greater Manchester Police	
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 benefit is the achievement of the budget reduction to contribute to the corporate financial challenge.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Failure to agree a transfer of the cars to GMP.	Current usage of the vehicles by GMP coupled with the close working relationship between the Council and GMP.
N/a	N/a
N/a	N/a

Key Development and Delivery Milestones:

Milestone	Timeline
Cars to be disposed of / transferred to GMP (if agreed).	March 2022.
N/a	N/a
N/a	N/a
N/a	N/a

Section D

Consultation Required?	No

	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

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

Section E

Finance Comments
The proposal is to dispose of the electric cars to which the Districts teams have access. Within the approved 2021/22 budget there is a fleet budget of £17.6k which will realise the saving in full on an ongoing basis from 2022/23 onwards.

Signed RO	12-Dec-2021

Signed Finance	15-Dec-2021

Cabinet Member Signature	
Name and Date	Cllr A Chadderton 17-Jan-2022

Reference :	REF-BR1-520
Responsible Officer :	Neil Consterdine
Cabinet Member :	Cllr A Chadderton
Support Officer :	Neil Consterdine

BR1 - Section A

Service Area :	Community Safety
Budget Reduction Title :	Reduction of FTE in Community Safety Services

Budget Reduction Proposal - Detail and Objectives :

The Council has a statutory duty to reduce anti-social behaviour (ASB) and criminality and this is delivered through the Community Safety Services Community Safety Officer Team and Reducing Reoffending Coordinator. The Community Safety Officer Team are working to capacity with two officers covering multiple Place wards. Other statutory duties relating to Domestic Homicide Reviews must be met and these are managed by the Service Lead. When considering any savings for Community Safety the ability to deliver this responsibility and maintain our current community safety officers needs to be recognised. Specifically, also so we can deliver a placed based community safety offer.

There is a post within Community Safety Services of Partnership Project Officer. The work undertaken through this post is an additional resource unlike the specialist statutory duty work which is undertaken by the Community Safety Officer Team. However, it does provide a valuable function in supporting the reduction of Youth Violence.

The Community Safety Team is aiming to develop a place-based model of delivery and support District working, whilst also being able to come together as a centralised resource to respond to boroughwide or cross-border issues. It is planning as part of the District Operational model to realign its staffing budgets to support the significant increase in demand on crime, ASB and Elected Member support.

Case workers in Districts do receive complaints directly via Elected Members and can deal with the low level ASB which does not require a specialist service response.

See 'Additional Information'

2021/22 Service Budget and Establishment

	£000
Employees	359
Other Operational Expenses	162
Income	(29)
Total	492

Current Forecast (under) / overspend

	(6)

Number of posts (Full time equivalent)

	7.00

	2022/23	2023/24	2024/25
Proposed Budget Reduction (£000)	(45)	0	0
Proposed Staffing Reductions (FTE)	1.00	0.00	0.00

Is your proposal a "one-off" in 2022/23 or is it ongoing?

	Ongoing

Section B

What impact does the proposal have on the following? :

Property
The deletion of the post would mean that working space and IT would not be required.
Service Delivery
See 'Additional Information'
Future expected outcomes
Please see the comments in the service delivery section. The overall work undertaken by this this, albeit of importance, can be defined as 'can do' rather than 'need to' or 'must do'.
Organisation
Although the post provides important early intervention work there is no statutory responsible to undertake the work being delivered by the post holder and it is not an essential service.
Workforce
The Partnership Project Officer does not manage any staff. There would be no impact on the workforce by deletion of the post.
Communities and Service Users
See 'Additional Information'
Oldham Cares
Not applicable.
Other Partner Organisations
See 'Additional Information'

Who are the key stakeholders?

Staff	Yes
Elected Members	No
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)	No
N/a	
Other (if yes please specify below)	No
N/a	

Benefits to the organisation/staff/customers including performance improvements

The benefit to the organisation would be the on-going reduction in the staffing budget.

Section C

Key Risks and Mitigations:

Risk	Mitigation
The reduction would have some impact on the ability to deliver programmes around wider community safety and violence reduction.	The work can be delivered through alternative arrangements if required. For example, targeted and universal work in schools is currently delivered through other Council and partnership services. Should further additional work be required in future years, project activity can be commissioned through external community safety grant funding.
N/a	N/a
N/a	N/a

Key Development and Delivery Milestones:

Milestone	Timeline
Staff consultation.	January – February 2022.
Implementation of the budget reduction.	April 2022.
N/a	N/a
N/a	N/a

Section D

Consultation Required?	Yes	
	Start	Conclusion
Staff	13-Jan-2022	14-Feb-2022
Trade Union	13-Jan-2022	14-Feb-2022
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

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

Section E

Finance Comments
The post of Partnership Project Officer is an established and fully budgeted post in the Community Safety Team. The deletion of this post will result in a permanent budget reduction of £45k inclusive of on costs.

Signed RO	12-Dec-2021
Signed Finance	15-Dec-2021

Cabinet Member Signature		
Name and Date	Cllr A Chadderton	17-Jan-2022

Additional Information (if required)

Detail and Objectives (Continued):

As outlined above some community safety officers are covering multiple areas and the aspiration to support District Working and meet the increasing demand was to restructure and create an additional Community Safety Officer (CSO) post, through deletion of the post of Partnership Project Officer and realignment of the funds, which match grade for grade (7), for the additional CSO. In doing this it would mean the team could further focus on its statutory responsibilities within community safety and provide additional resource. This would mean that the Partnership Officer post would be at risk.

However, if this the post was deleted without realignment of funds, a saving of £45k could be achieved. This would reduce the staffing budget year on year going forward.

Impact on Service Delivery:

The work currently undertaken by the Partnership Project Officer is not a statutory requirement but does provide a valuable service in supporting Youth Violence.

There would be a loss of provision but some work could be delivered through alternative arrangements if required. For example, targeted and universal work in schools is also currently delivered through other Council and partnership services. Should further additional work be required in future years, the project activity can be commissioned through external community safety grant funding. This could be driven and commissioned by the schools directly.

Impact on Communities and Service Users:

The post predominantly works within schools; however, during the pandemic the work was not undertaken.

The post does not involve work with communities directly. Historically there was work undertaken with the night time economy; however, due to the impact of this on licensing responsibilities and the licensing objectives, it has already been identified that this work should be undertaken by colleagues within the Licensing Team with Greater Manchester Police and not through this post.

Impact on Other Partner Organisations:

There would be some loss to partner organisations but due to alternative offers delivered through other Council and partnership services this would be mitigated.

There is a comprehensive partnership offer in place. The partnership has access to external Community Safety Grants and grants/commissions can be funded externally in future years if any future gaps are identified.

Responsible Officer :	Emma Barton
Cabinet Member :	Cllr A Chadderton
Support Officer :	Angela Lees

BR1 - Section A

Service Area :	Economy Skills and Neighbourhoods Management
Budget Reduction Title :	Additional Income Generation from new Flexi Parking Permit

Budget Reduction Proposal - Detail and Objectives :

This budget reduction is comprised of three elements spanning a three year timeframe:

£50k additional income generation from parking services (introduction and roll out of new flexi parking permit (from 2022/23)).

£25k from reviewing pay and display parking charges for Monday to Friday daytime, in alignment with town centre supportive parking offers "free after 3pm" Monday to Friday and "free all day parking at weekends". Further recommendations through Town Centre parking strategy commission (from 2022/23).

£100k additional income generation from Parking Enforcement contract to be reviewed in 2023. Therefore, savings in future years (from 2024/25).

2021/22 Service Budget and Establishment

	£000
Employees	121
Other Operational Expenses	1,575
Income	(2,071)
Total	(375)

Current Forecast (under) / overspend

	(30)

Number of posts (Full time equivalent)

	3.00

	2022/23	2023/24	2024/25
Proposed Budget Reduction (£000)	(75)	0	(100)
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2022/23 or is it ongoing?

	Ongoing

Section B

What impact does the proposal have on the following? :

Property
None.
Service Delivery
None – work programme can be reviewed to prioritise these activities.
Future expected outcomes
Help accelerate wider objectives of the Creating a Better Place programme.
Organisation
None.
Workforce
Positive impact due to additional option for parking for staff working in the town centre – cheaper for individuals and services through the option of parking on the upper floors in the Spindles car park.
Communities and Service Users
None.
Oldham Cares
None.
Other 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)	Yes
Parking Enforcement Providers – through formal procurement process	
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

Wider benefits include economic activity and enhanced footfall in the town centre. New parking enforcement contract which meets the needs of the borough to balance road safety and congestion hotspots where parking is a barrier and concern for local communities.
Delivery of a budget reduction to support the Council's financial challenge.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Parking charges review doesn't generate additional income.	Detailed financial and demand monitoring to ensure proposals can generate the required saving.
N/a	N/a
N/a	N/a

Key Development and Delivery Milestones:

Milestone	Timeline
Contract Review and Procurement work ahead of formal process commencing to select a new enforcement provider.	Sept 2022 for prep work. Contract procurement for renewal 2023.
Review of Parking Services to determine revised charging schedule.	March 2022.
N/a	N/a
N/a	N/a

Section D

Consultation Required?	Yes	
	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	01-Apr-2023	31-Mar-2024

Equality Impact Screening

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

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

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

Section E

Finance Comments
As the flexible parking pass is currently in operation it is anticipated that this part of the saving will be achieved in full. There will need to be careful consideration of the proposed restructure for car parking charges, but this is expected to be achieved in full. Work will take place to deliver the parking contract saving from 2024/25.

Signed RO	13-Dec-2021

Signed Finance	15-Dec-2021

Cabinet Member Signature		
Name and Date	Cllr A Chadderton	17-Jan-2022

BR1 - Section A

Reference :	PPL-BR1-506
Responsible Officer :	John Lamb
Cabinet Member :	Cllr A Chadderton
Support Officer :	Glenn Dale

Service Area :	Environmental Management
Budget Reduction Title :	Cemetery and Cremations

Budget Reduction Proposal - Detail and Objectives :
This budget reduction is comprised of three elements: • The contribution to the Mercury Abator will reduce from £90k to £45k, as per pre-2020/21 producing a saving of £0.052m. This change would see us revert to the contribution pre-2010/21 financial year. • Increase Cemetery income due to the introduction of new 'Webcasting' income stream - £0.008m. Webcasting income will be treated as a new income target currently not budgeted for • Increase in income by 3% generating £0.058m. This would increase the income to the Council.

2021/22 Service Budget and Establishment	£000
Employees	6,429
Other Operational Expenses	1,564
Income	(2,125)
Total	5,868

Current Forecast (under) / overspend	(156)

Number of posts (Full time equivalent)	234.72

	2022/23	2023/24	2024/25
Proposed Budget Reduction (£000)	(118)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2022/23 or is it ongoing?	Ongoing

Section B

What impact does the proposal have on the following? :

Property
N/a
Service Delivery
N/a
Future expected outcomes
Potential negative public perception towards the Council's Cemetery & Crematorium service/ Increase in overall income to the service.
Organisation
As above.
Workforce
There would be limited effect on the workforce.
Communities and Service Users
As per future expected outcomes.
Oldham Cares
N/a
Other Partner Organisations
N/a

Who are the key stakeholders?

Staff	Yes
Elected Members	Yes
Residents	Yes
Local business community	Yes
Schools	No
Trade Unions	No
External Partners (if yes please specify below)	No
N/a	
Other Council Departments (if yes please specify below)	Yes
This affects all council Departments	
Other (if yes please specify below)	Yes
Undertakers	

Benefits to the organisation/staff/customers including performance improvements

The increase in income generated would enable the service to contribute towards the Council's overall budget target with a limited effect on the service.

Section C

Key Risks and Mitigations:

Risk	Mitigation
The contribution to the Mercury Abator comes with no risk.	The contribution to the Mercury Abator comes with no risk.
Increase Cemetery income due to introduction of new 'Webcasting' may not be achieved.	A proactive marketing campaign will be undertaken to ensure that the target is met.
Increase in income by 3% - may encourage Funeral Directors to use other GM services resulting in a reduction in achieving the overall income target.	A review of other GM Authority charges will be undertaken once they have been published. If the increase adversely takes Oldham into the upper quartile of charges a paper will be prepared indicating the various options that would be available to Members.

Key Development and Delivery Milestones:

Milestone	Timeline
The above proposals are to be built into the budget setting plan scheduled for December 2021 to March 2022 and implemented for the new financial year.	April 1st 2022.
N/a	N/a
N/a	N/a
N/a	N/a

Section D

Consultation Required?	No

	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

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

Section E

Finance Comments
The reduction in budget due to the mercury abator payments reduction can be achieved without any risk to the Council. The options to increase income for the Cemetery and Crematorium is expected to be achieved via effective marketing of the webcasting service and an increase in fees. Whilst there may be some risks associated with the fee increase, dependent on the review of other GM Authority's charges, it is currently anticipated that the proposal could be achieved without an increase in the fee level.

Signed RO	08-Dec-2021

Signed Finance	10-Dec-2021

Cabinet Member Signature	
Name and Date	Cllr A Chadderton 17-Jan-2022

Responsible Officer :	John Lamb
Cabinet Member :	Cllr A Chadderton
Support Officer :	Craig Dale

BR1 - Section A

Service Area :	Highways Operations - Council
Budget Reduction Title :	Highways and Highways Unity

Budget Reduction Proposal - Detail and Objectives :

This budget reduction is comprised of several different elements

Strategic Transportation – increase staffing by 1 FTE then capitalise 75% of all staffing costs generating a budget reduction of £68,390;

Highways Network Management- Reduce the Public Liability claim budget from £44,250 to £10,000 generating a saving of £34,250;

Highways Network Management - Increase GMRAPS income target from £184,280 to £255,000 to reflect current income trend generating an additional income of £70,720;

Highways Network Management – Reduce the computing budget from £14,300 to £4,300 generating a saving of £10,000;

Highways Operations (Unity) - Increase s38/s278 income target from £50,000 to £100,000 generating additional income of £50,000;

Highways Operations (Unity) – Increase Traffic Regulation Order income target from £168,750 to £180,000 generating additional income of £11,250.

2021/22 Service Budget and Establishment

	£000
Employees	155
Other Operational Expenses	1,891
Income	(564)
Total	1,482

Current Forecast (under) / overspend

	(286)

Number of posts (Full time equivalent)

	3.00

	2022/23	2023/24	2024/25
Proposed Budget Reduction (£000)	(245)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2022/23 or is it ongoing?

	Ongoing

Section B

What impact does the proposal have on the following? :

Property
Nil.
Service Delivery
Increase in workload for teams – this will be absorbed/built into any growth.
Future expected outcomes
Nil.
Organisation
Nil.
Workforce
Nil.
Communities and Service Users
Nil.
Oldham Cares
Nil.
Other Partner Organisations
Nil.

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)	No
N/a	
Other Council Departments (if yes please specify below)	No
N/a	
Other (if yes please specify below)	Yes
The Unity Partnership	

Benefits to the organisation/staff/customers including performance improvements

The budget reduction proposal will lead to a re-balancing of existing income against targets.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Reduced capital spend – limiting the ability to capitalise stated salaries.	Medium term Highway Capital programme is sufficient to allow staff capitalisation.
Income targets not met.	Savings based on current level of income that exceeds stated budget.
N/a	N/a

Key Development and Delivery Milestones:

Milestone	Timeline
Reviewed at budget monitoring sessions.	Ongoing monthly.
N/a	N/a
N/a	N/a
N/a	N/a

Section D

Consultation Required?	No

	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

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

Section E

Finance Comments
It is currently anticipated that the option to capitalise staff salaries across transport schemes can be achieved in full at is expected that there are eligible schemes in the Transport/Highways Capital Programme. The remaining options will bring the budget into line with current activity levels in the service and are also expected to be achieved in full.

Signed RO	08-Dec-2021

Signed Finance	10-Dec-2021

Cabinet Member Signature	
Name and Date	Cllr A Chadderton 17-Jan-2022

Responsible Officer :	John Lamb
Cabinet Member :	Cllr A Chadderton
Support Officer :	Craig Dale

BR1 - Section A

Service Area :	Waste Management Service
Budget Reduction Title :	Increase External Customer Base - Trade Waste

Budget Reduction Proposal - Detail and Objectives :

The Trade Waster Service has been relatively successful in recent years in expanding its customer base – the proposal is to continue this growth and attract new customers and trade waste income to the service generating an additional £0.045m over three years.

2021/22 Service Budget and Establishment

	£000
Employees	3,464
Other Operational Expenses	586
Income	(1,470)
Total	2,580

Current Forecast (under) / overspend

	0

Number of posts (Full time equivalent)

	79.50

	2022/23	2023/24	2024/25
Proposed Budget Reduction (£000)	(32)	(10)	(3)
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2022/23 or is it ongoing?

	Ongoing

Section B

What impact does the proposal have on the following? :

Property
Nil.
Service Delivery
Increase in workload for teams – this will be absorbed/built into any growth.
Future expected outcomes
Nil.
Organisation
Nil.
Workforce
Nil.
Communities and Service Users
Nil.
Oldham Cares
Nil.
Other Partner Organisations
Nil.

Who are the key stakeholders?

Staff	No
Elected Members	No
Residents	No
Local business community	Yes
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)	Yes
Trade waste customers	

Benefits to the organisation/staff/customers including performance improvements

Increased revenue to support wider Council financial objectives.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Market slump causing lack of new trade business.	Focused approach on obtaining new business, currently a part time post for officer involved -this will be full time and dedicated to trade waste only.
N/a	N/a
N/a	N/a

Key Development and Delivery Milestones:

Milestone	Timeline
On-going review of customer base.	Ongoing monthly.
Review at budget monitoring sessions.	Ongoing monthly.
N/a	N/a
N/a	N/a

Section D

Consultation Required?	No

	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

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

Section E

Finance Comments
It is currently anticipated that the service will be able to generate additional business and be able to fully achieve this proposal which will generate an additional £0.045m income over a three year time period.

Signed RO	08-Dec-2021

Signed Finance	10-Dec-2021

Cabinet Member Signature	
Name and Date	Cllr A Chadderton 17-Jan-2022

BR1 - Section A

Reference :	PPL-BR1-509
Responsible Officer :	John Lamb
Cabinet Member :	Cllr A Chadderton
Support Officer :	Craig Dale

Service Area :	Waste Management Service
Budget Reduction Title :	Increase Trade Fees and Charges - Trade Waste

Budget Reduction Proposal - Detail and Objectives :
The proposal is to increase trade waste fees and charges for External Customers. This is expected to generate £74,000

2021/22 Service Budget and Establishment	£000
Employees	3,464
Other Operational Expenses	586
Income	(1,470)
Total	2,580

Current Forecast (under) / overspend	0

Number of posts (Full time equivalent)	79.50

	2022/23	2023/24	2024/25
Proposed Budget Reduction (£000)	(74)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2022/23 or is it ongoing?	Ongoing

Section B

What impact does the proposal have on the following? :

Property
Nil.
Service Delivery
Nil.
Future expected outcomes
Nil.
Organisation
Nil.
Workforce
Nil.
Communities and Service Users
Nil.
Oldham Cares
Nil.
Other Partner Organisations
Nil.

Who are the key stakeholders?

Staff	No
Elected Members	No
Residents	Yes
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)	Yes
Trade waste customers	

Benefits to the organisation/staff/customers including performance improvements

Re balancing of existing income against targets to deliver a budget reduction for 2022/23.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Inflationary increases in salaries and supplies budgets may require the application of the increased income to support the service.	Inflationary pressures to be kept under review and mitigating actions to be considered to achieve the saving.
N/a	N/a
N/a	N/a

Key Development and Delivery Milestones:

Milestone	Timeline
Implementation of budget reduction to budgets.	From April 2022.
Review at budget monitoring sessions.	Ongoing monthly from April 2022.
N/a	N/a
N/a	N/a

Section D

Consultation Required?	No

	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

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

Section E

Finance Comments
The increase in fees will generate additional income for the trade waste service, however, as a traded service some or all of this additional income may be needed to offset any inflationary impacts due to pay awards and general running costs. The exact inflationary impact is not currently known and may negatively impact on the ability to achieve the saving. However, it is currently anticipated that the £0.074m saving can be achieved in full.

Signed RO	08-Dec-2021

Signed Finance	10-Dec-2021

Cabinet Member Signature	
Name and Date	Cllr A Chadderton 17-Jan-2022

BR1 - Section A

Reference :	PPL-BR1-510
Responsible Officer :	John Lamb
Cabinet Member :	Cllr A Chadderton
Support Officer :	Neil Crabtree

Service Area :	Public Protection
Budget Reduction Title :	Public Protection Restructures-Environmental Health & First Response

Budget Reduction Proposal - Detail and Objectives :

1. Removal of the vacant Technical Officer post in the Environmental Health team (£37,000)

This longstanding vacant post of Technical Officer can be offered as a budget saving as the work has been allocated to the remaining Senior Environmental Health Officers. Service response times however are challenging across the workloads in Environmental Health with increasing specialised workloads impacting on the performance of the team.

2. Restructuring of the First Response / Pest Control managerial support (£50,000)

The current structure of the First Response / Pest Control services will offer an opportunity to further examine the managerial structures provided for each section with a view to focus on savings for the 2023/24 timeframe.

2021/22 Service Budget and Establishment

	£000
Employees	4,302
Other Operational Expenses	543
Income	(2,998)
Total	1,847

Current Forecast (under) / overspend

	18

Number of posts (Full time equivalent)

	109.83

	2022/23	2023/24	2024/25
Proposed Budget Reduction (£000)	(37)	(50)	0
Proposed Staffing Reductions (FTE)	1.00	1.00	0.00

Is your proposal a "one-off" in 2022/23 or is it ongoing?

	Ongoing

Section B

What impact does the proposal have on the following? :

Property
None.
Service Delivery
Delivery will have to be prioritised within Environmental Health to ensure response times are maintained to the priority service requests.
Future expected outcomes
The remaining workforce will take on the tasks from the vacant post in Environmental Health.
Organisation
None.
Workforce
A reduction in FTEs although small in number will have an impact on the remaining workforce who will be asked to prioritise service requests further.
Communities and Service Users
A small reduction in FTEs will result in a more focused response to a priority risk assessed workload.
Oldham Cares
N/a
Other Partner Organisations
N/a

Who are the key stakeholders?

Staff	Yes
Elected Members	Yes
Residents	Yes
Local business community	Yes
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

The restructure proposals of the service will retain existing staff and look to recruit apprentice posts going forward to develop a succession / career strategy for the service.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Removal of vacant post in Environmental Health results in increased response times to service requests.	Specialist workload for this role to be reallocated across the remaining Senior Environmental Health Officers who will prioritise the responses.
N/a	N/a
N/a	N/a

Key Development and Delivery Milestones:

Milestone	Timeline
Consultation on revised structure of the service.	December 2021 - January 2022.
Removal of vacant post from the Environmental Health establishment.	1st April 2022.
N/a	N/a
N/a	N/a

Section D

Consultation Required?	Yes

	Start	Conclusion
Staff	15-Dec-2021	31-Jan-2022
Trade Union	15-Dec-2021	31-Jan-2022
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

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

Section E

Finance Comments
The restructure proposals outlined above are expected to fully achieve the saving proposal of £0.037m in 2022/23.

Signed RO	08-Dec-2021

Signed Finance	10-Dec-2021

Cabinet Member Signature	
Name and Date	Cllr A Chadderton 17-Jan-2022

Budget Reduction Proposals Cabinet Member for Housing

Cllr H Roberts

Budget

reductions

BR1 - Section A

Reference :	PPL-BR1-511
Responsible Officer :	John Lamb
Cabinet Member :	Cllr H Roberts
Support Officer :	Neil Crabtree

Service Area :	Public Protection
Budget Reduction Title :	Public Protection Restructures - Building Control

Budget Reduction Proposal - Detail and Objectives :
Restructuring of the Building Control service to ensure the service is competitive and can attract the income required. Regrading of officers to retain existing staff, develop a succession strategy and the removal of a long-standing vacant post (£23,000). This proposal for the Building Control team will ensure that the service is competitive and able to deliver the more complex work involved around the new Building Safety Bill. Ensuring the service is agile and competitive is paramount as it competes against the private sector and is involved in the landmark Regeneration projects planned in Oldham, such as the redevelopment of Oldham Hospital, large scale development of a number of secondary schools, a large scale housing programme for FCHO and the Council schemes around the Spindles acquisition and the Redevelopment of the Town Centre.

2021/22 Service Budget and Establishment	£000
Employees	4,302
Other Operational Expenses	543
Income	(2,998)
Total	1,847

Current Forecast (under) / overspend	18

Number of posts (Full time equivalent)	109.83

	2022/23	2023/24	2024/25
Proposed Budget Reduction (£000)	(23)	0	0
Proposed Staffing Reductions (FTE)	0.40	0.00	0.00

Is your proposal a "one-off" in 2022/23 or is it ongoing?	Ongoing

Section B

What impact does the proposal have on the following? :

Property
None.
Service Delivery
The restructure in Building Control will look to retain and recruit accordingly to improve the delivery across that service area.
Future expected outcomes
The remaining workforce will continue to deal with the services workflow.
Organisation
None.
Workforce
A reduction in FTEs although small in number will have an impact on the remaining workforce who will be asked to prioritise service requests further.
Communities and Service Users
A small reduction in FTEs will result in a more focused response to a priority risk assessed workload.
Oldham Cares
N/a
Other Partner Organisations
N/a

Who are the key stakeholders?

Staff	Yes
Elected Members	Yes
Residents	Yes
Local business community	Yes
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)	Yes
Contractors and developers using the Building Control Service	

Benefits to the organisation/staff/customers including performance improvements

The restructure proposals of the Building Control service will retain existing staff and look to recruit apprentice posts going forward to develop a succession / career strategy for the service. A budget reduction will be delivered to support the Councils financial challenge.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Building Control service struggles to retain and recruit officers to maintain both the service and the statutory responsibilities.	The restructure, with a small loss of FTE will result in a more fit for purpose service together with offering apprentice opportunities and building a succession strategy going forward.
N/a	N/a
N/a	N/a

Key Development and Delivery Milestones:

Milestone	Timeline
Restructure of Building Control Service – consultation.	Staff and TU consultation commenced Dec 2021.
Restructure of Building Control Service – consultation.	Implementation of restructure – from 1st April 2022.
N/a	N/a
N/a	N/a

Section D

Consultation Required?	Yes	
	Start	Conclusion
Staff	15-Dec-2021	31-Jan-2022
Trade Union	15-Dec-2021	31-Jan-2022
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

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

Section E

Finance Comments
The restructure proposals outlined above are expected to fully achieve the £0.023m saving proposal.

Signed RO	08-Dec-2021
Signed Finance	10-Dec-2021

Cabinet Member Signature		
Name and Date	Cllr H Roberts	17-Jan-2022

Responsible Officer :	Emma Barton
Cabinet Member :	Cllr H Roberts
Support Officer :	Peter Richards

BR1 - Section A

Service Area :	Planning & Infrastructure
Budget Reduction Title :	Planning Income Fees

Budget Reduction Proposal - Detail and Objectives :
This budget reduction is as follow: Planning Application Fees – increase target by £50k The service has been responding to increasing demands for development opportunities across the borough and has already seen a significant increase in the number of applications being submitted and the number of requests for pre-application discussion and planning performance agreements ... all of which provide opportunities to consider confirming a realistic increase to the planning income fee target.

2021/22 Service Budget and Establishment	£000
Employees	1,037
Other Operational Expenses	58
Income	(883)
Total	212

Current Forecast (under) / overspend	0

Number of posts (Full time equivalent)	21.00

	2022/23	2023/24	2024/25
Proposed Budget Reduction (£000)	(50)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2022/23 or is it ongoing?	Ongoing

Section B

What impact does the proposal have on the following? :

Property
None.
Service Delivery
None – work programme can be reviewed to accommodate these activities without impacting on resident focus service delivery.
Future expected outcomes
None.
Organisation
None.
Workforce
None.
Communities and Service Users
None –there is no proposal to increase the fee value ... just the fee target, due to the quantum of applications being submitted.
Oldham Cares
None.
Other Partner Organisations
None.

Who are the key stakeholders?

Staff	No
Elected Members	Yes
Residents	Yes
Local business community	Yes
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

No real change to resident focus service delivery / staffing / performance ... but keen to ensure resources are protected to fulfil statutory planning duties – delivery of a budget reduction for the Council.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Reduction in level of applications for planning.	Ongoing monitoring of the planning application pipeline to highlight any potential issues.
N/a	N/a
N/a	N/a

Key Development and Delivery Milestones:

Milestone	Timeline
Agreement of budget option.	Budget Council 2 March 2022.
N/a	N/a
N/a	N/a
N/a	N/a

Section D

Consultation Required?	No

	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

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

Section E

Finance Comments
It is currently expected that this budget option can be achieved as a result of the current and expected demand for the Planning Service.

Signed RO	13-Dec-2021

Signed Finance	15-Dec-2021

Cabinet Member Signature	
Name and Date	Cllr H Roberts 17-Jan-2022

**Budget Reduction
Proposals
Cabinet Member for Health
& Social Care**

Cllr Z Chauhan

**Budget
reductions**

BR1 - Section A

Reference :	ASC-BR1-548
Responsible Officer :	Mark Warren
Cabinet Member :	Cllr Z Chauhan
Support Officer :	Kirsty Littlewood

Service Area :	Adult Social Care Support
Budget Reduction Title :	Smarter Ways of Working

Budget Reduction Proposal - Detail and Objectives :
This budget reduction consists of three elements. 1) Support Infrastructure Modernisation Programme E-Payment Solutions Implement the provider portal for Mosaic (the Adult Social Care client system) to modernise existing payment processes for providers. This will realise efficiencies across people resources, minimise the number of contacts from providers to the service as they will be able to access RTI and payment information, as well as support the invoicing process for client contributions based on actual delivered care. The full details of the portal solution can be accessed at Abacus Provider Portal (servelec.co.uk) This proposal is based on an invest to save approach with initial investment of £30k approximately for the system (a recurrent annual cost), £30k implementation costs and £15k Unity implementation costs. Successful implementation is also subject to their being appropriate Project Management Office (PMO) / Business Analyst (BA) resources to support the programme of work. Continued within 'Additional Information' section below.

2021/22 Service Budget and Establishment	£000
Employees	10,077
Other Operational Expenses	83,989
Income	(31,887)
Total	62,179

Current Forecast (under) / overspend	7,425

Number of posts (Full time equivalent)	249.00

	2022/23	2023/24	2024/25
Proposed Budget Reduction (£000)	(100)	(119)	0
Proposed Staffing Reductions (FTE)	2.00	1.50	0.00

Is your proposal a "one-off" in 2022/23 or is it ongoing?	Ongoing

Section B

What impact does the proposal have on the following? :

Property
N/a
Service Delivery
See 'Additional Information'
Future expected outcomes
See 'Additional Information'
Organisation
The proposals would ensure that debt owed to the Council is secured and that the Council are only funding those eligible for care under legislation. It would strengthen our audit controls for compliance with FFS requirements and promote a positive working relationship with providers and residents.
Workforce
There would be a reduction in FTE in year 2 across the service, primarily within business support. There will be clear processes for staff and should reduce complaints to the service. Staff time will also be saved in regard to chasing information and support staff to be as self-sufficient as possible.
Communities and Service Users
See 'Additional Information'
Oldham Cares
None.
Other Partner Organisations
None.

Who are the key stakeholders?

Staff	Yes
Elected Members	Yes
Residents	Yes
Local business community	Yes
Schools	No
Trade Unions	Yes
External Partners (if yes please specify below)	No
N/a	
Other Council Departments (if yes please specify below)	Yes
Enabler services i.e. finance, IT, PMO to resource the project.	
Other (if yes please specify below)	No
N/a	

Benefits to the organisation/staff/customers including performance improvements

There will be clear expectations, pathways and processes that will benefit the residents of Oldham, staff and care providers. It will ensure that the organisation is working in compliance with key legislative requirements, such as Care Act 2014. etc. Working with a resident focus is a key objective within the Council, therefore improved communication with all residents and providers will improve customer experience when engaging with services.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Sufficient time and resources to enable delivery of new processes, pathways and systems.	Initial investment to include resource costs for experts from Unity IT to work with the business to deliver the proposals.
Lack of digital literacy for residents, therefore impacting on this cohort being able to access the information.	There are facilities across Oldham for residents to be able to access. Other options will also be available, such as contacting the service directly for support and providing targeted 1:1 support for those individuals who require it.
N/a	N/a

Key Development and Delivery Milestones:

Milestone	Timeline
Implementation of the residential pathway review.	September 2022.
Implementation of a digital financial assessment system.	December 2022.
Implementation of an E payment solution.	January 2023.
N/a	N/a

Section D

Consultation Required?	Yes	
	Start	Conclusion
Staff	13-Jan-2022	14-Feb-2022
Trade Union	13-Jan-2022	14-Feb-2022
Public	not applicable	not applicable
Service User	20-Jan-2022	21-Feb-2022
Other	20-Jan-2022	21-Feb-2022

Equality Impact Screening

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

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

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

Section E

Finance Comments
This invest to save proposal has three separate components. The headline saving across the three options totals £249k and reduces to £219k with a requirement for £30k of recurrent funding within the E-Payment proposal. In addition, a range of one off investment totalling £195k are required, £95k is revenue expenditure and £100k is capital investment. These items will be funded centrally and therefore will not impact on the savings being offered. All require varying degrees of investment are reliant on that investment having sufficient operational impact to deliver the required operational efficiencies that will in turn drive down cost. They are phased to build in sufficient lead in time for this to be successful.

Signed RO	06-Jan-2022
Signed Finance	23-Dec-2021

Cabinet Member Signature		
Name and Date	Cllr Z Chauhan	17-Jan-2022

Additional Information (if required)

Detail and Objectives (continued):

It should be noted that this is different to an ECM system as the portal provides more detailed payment history across residential and non-residential providers. ECM systems are time and resource intensive to administer; the previous ECM process was more time intensive than the current predominantly manual process. The use of a provider portal will also support the currently fragile social care market as they will be able to submit their invoices in standard formats and do not require bespoke systems, as they did for ECM payment arrangements nor an increase in resources to administer the submissions to the portal for payment. This approach takes forward payment by outcomes, rather than being focussed on the minutes, and also feeds each visit submission into Mosaic to simplify payment arrangements.

The current manual process requires all 1,003 home care client visits to be manually inputted into the Mosaic system on a monthly basis. This equates to 15,534 lines requiring manual input. On average it takes 4 hours to input 155 lines; approximately 400 hours per month just to input home care payments into the system without resolving any anomalies or variations of payment requests.

Initial modelling suggests that the following could be realised as a result of implementing the portal for providers:

- Improved provider insights into payments, enabling them access in real time to planned payments. This will minimise the number of contacts to the service, releasing additional capacity to meet other core responsibilities
- The solution can be utilised across both residential and non-residential payments, providing opportunities across the totality of the provider sector for improved payment information
- Reduce demand on a team already under significant pressure and adopt smarter ways of working which support the transformation of our services
- Realise savings across the following areas:
 - 1 x Grade 2 Business Support Officer (BSO) due to remittances no longer requiring to be printed and sent out for each payment cycle - £25,920 (including on costs)
 - 1 x Grade 3 Income and Payments Assistant due to manual processes being removed - £27,030 (including on costs)
 - 0.5 FTE Grade 3 in year 2, following successful implementation of the provider portal £13,515 (including on costs)
 - Overhead savings (postage, printing, envelopes (unit cost of £0.87) based on 2,500 remittances being sent every month) - £26,000 per annum (supplies and services)

Total saving = £92,465

2) Digital Financial Assessment Process

Implement a web based form solution (similar to Better Care) which enables the individual to complete the financial assessment and provide all supporting documentation. This would modernise the manual financial assessment process and save on staff time, printing, postage and office supplies, as well as providing an audit trail for future complaints and Local Government Ombudsman (LGO) queries. It would also strengthen our audit controls for compliance with Fundamental Financial Systems (FFS) requirements.

The model would be based on a 70/30 split with 30% of individuals still receiving more support to complete the financial assessment process.

The intention would be for the customer to be able to access completed financial assessments, notification of charges and invoices through the wider Council led 'Citizen Account'. Thereby reducing additional overheads and costs associated with paper based processes.

This is an invest to save proposal and a business case has been developed in draft form with Unity. Initial indications are that there would be an upfront capital investment of approximately £100k required.

Additional Information (if required)

Initial modelling suggestions that the following savings could be realised:

- Reduction in credits or charges being waived through Ombudsman and complaints processes approximately £25,000 in increased income (based on previous credits and compensation payments from the complaints/LGO process)
- Reduction of 1 x Grade 2 BSO due to financial assessments no longer requiring to be printed and sent out - £25,920 (including on costs)
- Reduction on overheads (printing, stationary, postage) based on 70% of clients (cohort 4,500) receiving two letters and financial assessments per year. $70\% (3,150) \times £0.87 = £5,481$

Total saving / income increases = £56,401

3) Review of Residential and Nursing Pathway

The existing residential and nursing assessment pathway is not fit for purpose as there are significant gaps in processes, which include no permanent financial assessment referral being sent from cluster teams and placements being funded with no income collection for significant periods of time. In addition, contracts are being commissioned that the service should not be responsible for as the individual is self-funding. Where a client is not signed up to the deferred payment scheme from the 13th week of permanency, the contract should be terminated from that point and the placement should again be self-funded (with the exception of no legal authority in place to access funds or sign up to the scheme etc).

This provides opportunities for us to work smarter and mitigate any potential risks from not being able to collect unsecured debts, for example, properties being sold without the authority's knowledge and debts not being repaid to the Council. It is envisaged that there would be an initial invest to save requirement of circa £50k to resource system improvements and changes within Mosaic.

For context, if a person receives care in the community, the average contribution is £86.55. If the person receives care within a residential or nursing home, the average contribution is £232.04. Where the need for a permanent residential assessment is not work flowed for action, we lose on average £145.49 per week, per person from lost income.

Initial modelling suggestions that the following savings could be realised:

- Increase in income as loss of income will be mitigated across all client cohorts through more robust process, monitoring and reporting mechanisms - £100k.

Total income increases = £100,000

Total saving / income realised = £219,866*

* It is anticipated that additional savings could be realised through the provider portal and accurate payments but further modelling would be required as part of this programme of work to quantify wider financial and non-financial benefits

** It is envisaged that workforce reductions will be managed through vacancy reductions

Additional Information (if required)

Impact on Service Delivery:

The proposals will improve service delivery, by creating an interface between systems for accurate provider payments, and adjustments to resident's care and support invoices. The implementation of the digital financial assessment process will enable residents to be notified of the cost of care before agreeing to the care package, enabling choice and transparency.

Impact on Future Expected Outcomes:

The proposals will support the care at home provider market with effective and accurate payments. It will also realise efficiencies across people resources and reduce complaints into the service, and enable working with a resident focus, as key information will be easily accessible for them. The review of the residential process will implement a robust pathway to reduce the loss of income. It will improve communications with key stakeholders, ensuring appropriate payments are made.

Impact on Communities and Service Users:

Service users will benefit from the proposals, as they will be clear on their cost of care before the package is implemented. They will receive prior communications when charges for care are due to change and allow sufficient time to make any adjustments to their care provision. By the implementation of the digital financial assessment process, this will ensure contact for a financial assessment is more accessible

	Reference:	ASC-BR1-548
Responsible Officer	Mark Warren	
Cabinet Member:	Councillor Zahid Chauhan	
Support Officer	Kirsty Littlewood	

Equality Impact Assessment Tool

Service Area:	Community Business Services, Adult Social Care
Budget Reduction Title:	Smarter Ways of Working

Stage 1: Initial Assessment

1a	Which service does this project, policy or proposal relate to? These proposals relate to teams across Community Business Service, which include frontline and support functions that are integral to the wider delivery of adult social care across the borough.
1b	What is the project, policy or proposal? The budget proposal consists of three core strands: 1) Support Infrastructure Modernisation Programme E-Payment Solutions Implement a provider portal for Mosaic (the Adult Social Care client system) to modernise existing payment processes to social care providers. This will realise efficiencies across people resources, minimise the number of contacts from providers to the service as they will be able to access real time payment information, as well as support the invoicing process for client contributions based on actual delivered care. The full details of the potential portal solution can be accessed at Abacus Provider Portal (servelec.co.uk), although the service will also consider other potential solutions as part of the project scoping phase. This proposal is based on an invest to save approach with initial investment of approximately £30k for the system (which will incur a recurrent annual cost), £30k implementation costs and £15k for associated Unity implementation costs. Successful implementation is also subject to their being appropriate Project Management Office (PMO) / Business Analyst (BA) resources to support the programme of work. 2) Digital Financial Assessment Process Implement a web-based form solution (similar to Better Care) which enables the individual to complete the financial assessment and provide all supporting documentation online. This would modernise the manual financial assessment process and save on staff time, printing, postage and office supplies, as well as providing an audit trail for future complaints and LGO queries. It would also strengthen our audit controls for compliance with fundamental financial system audit requirements. Online completion will not be mandatory and depend on the individual's personal circumstances and wider support networks. However, we do anticipate that the model would likely be based on a 70/30 split, with 30% of individuals still receiving 'hands on support' to complete the financial assessment process.

The intention would be for the customer to be able to access completed financial assessments, notification of charges and invoices through the wider council led 'Citizen Account'. This final stage of the proposal would be dependent on their being sufficient resource and support capacity to undertake this development work so is therefore not costed within this phase of the proposal.

3) Review of Residential and Nursing Pathway

The existing residential and nursing assessment pathway is no longer fit for purpose due to developments within the operational environment and this places at risk the collection of income for adult social care services. In addition, contracts are being commissioned that the service should not be responsible for as the individual is self-funding (although it is acknowledged that this will become less of an issue as Adult Social Care reform progresses following the recent White Paper for the sector). Furthermore, where a client is not signed up to the deferred payment scheme from the 13th week of permanency, the contract should be terminated from that point and the placement should again be self-funded (with the exception of no legal authority in place to access funds or sign up to the scheme etc).

This provides opportunities for us to work smarter and mitigate any potential risks from not being able to collect unsecured debts, for example, properties being sold without the authority's knowledge and debts not being repaid to the council. It is envisaged that there would be an initial invest to save requirement of circa £50k to resource system improvements and changes within Mosaic.

For context, if a person receives care in the community, the average contribution is £86.55. If the person receives care within a residential or nursing home, the average contribution is £232.04. Where the need for a permanent residential assessment is not work flowed for action, we lose on average £145.49 per week, per person from lost income.

All the elements within this budget proposal are seeking to improve delivery of existing processes, mechanisms and policies, rather than change practice or implement new requirements.

1c

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

The main aims of the projects are to develop smarter ways of working, to realise efficiencies across the service. These include:

- Streamlining processes, to mitigate risks of being unable to recover unsecured debt and undercharging for client contributions due to insufficient or untimely information being provided;
- Utilising digital tools to provide opportunities for individuals to be able to access a web-based service which will give an indication of their care and support contribution without having to wait for an assessment officer to contact them, enabling open and transparent practice which supports residents to make informed decisions;
- Replace extensive manual cross-referencing processes which will also reduce the requirement for printing and other overhead expenses.

1d

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

People identified that will be affected by the implementation of this proposal are those that fall into the following groups:

- Disabled people
- People in particular age groups

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

Service users:

- The projects would ensure that service users are charged only for their contribution towards the cost of care and support services, supported by correct advice on all their financial liabilities at the appropriate time.
- Enable digital access to services and information, which provides service users with the opportunity to choose whether to request an assessment for care and support services, based on their financial contribution.
- Where service users do not have access to digital equipment or are unsure how to use such devices, opportunities will be sought for them to advise where they can be accessed. However, there will also be the option the assessment to be completed with an officer.

General Public:

- The projects would ensure that public funds are safeguarded and that the council is ensuring appropriate use of public funds whilst dispensing its statutory duties.
- Ensuring service users are charged only for their contribution towards the cost of care and support services.

Social Care Providers:

- Supporting the provider market by processing accurate and prompt payments for social care services which are delivered on behalf of the Council as commissioner.

1e	Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?				
		None	Positive	Negative	Not sure
	Disabled people	☐	☒	☐	☐
	Particular ethnic groups	☒	☐	☐	☐
	Men or women (includes impacts due to pregnancy / maternity)	☒	☐	☐	☐
	People of particular sexual orientation/s	☒	☐	☐	☐
	People in a Marriage or Civil Partnership	☒	☐	☐	☐
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	☒	☐	☐	☐
	People on low incomes	☒	☐	☐	☐

	People in particular age groups	☐	☒	☐	☐
	Groups with particular faiths or beliefs	☒	☐	☐	☐
	Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?				
	Not Applicable	☐	☐	☐	☐
		☐	☐	☐	☐

1f	What do you think the overall NEGATIVE impact on groups and communities will be?	None / Minimal	Significant
		☒	☐

1g	Using the screening and information in questions 1e and 1f, should a full assessment be carried out on the project, policy or proposal?	Yes ☐
		No ☒

1h	How have you come to this decision?	
	The proposals will improve service delivery, by creating an interface between systems for accurate provider payments, and adjustments to resident's care and support invoices.	
	The implementation of the digital financial assessment process will enable residents to be notified of the cost of care before agreeing to the care package, enabling open and transparent practice which supports residents to make informed decisions;	
	The proposals will support the social care provider market with effective and accurate payments. It will also realise efficiencies across people resources and reduce complaints into the service. Importantly, it will enable more effective practices which are resident focussed, as key information will be easily accessible.	
	The review of the residential process will implement a robust pathway to reduce the loss of income. Furthermore, it will improve communications with key stakeholders, ensuring appropriate payments are made, on time and identify any relevant commissioning anomalies.	

Stage 5: Signature

Role	Name	Date
Leade Officer	Mark Warren	17.01.2022
Approver Signatures		

EIA Review Date:	

Further guidance and information on Equality Impact Assessments is available here – http://intranet.oldham.gov.uk/downloads/download/35/equality_impact_assessments

BR1 - Section A

Reference :	ASC-BR1-549
Responsible Officer :	Mark Warren
Cabinet Member :	Cllr Z Chauhan
Support Officer :	Karen Maders

Service Area :	Community Business Services
Budget Reduction Title :	Income Maximisation for Adult Social Care

Budget Reduction Proposal - Detail and Objectives :
This budget proposal seeks to maximise existing income streams for adult social care across 5 areas as follows. 1) Income from Appointeeship and Deputyship Charges Through Appointeeship and Deputyship arrangements the Client Finance Team support vulnerable adults within Oldham to protect and manage their finances. Where a person with eligible needs is unable to manage their own finances and they have no one suitable to support them or where safeguarding concerns have been raised the team will apply for the appropriate authorisation through the Department for Work and Pensions and Office of the Public Guardian to protect and manage their finances and assets. Set fees are payable for the work that the Client Finance Team undertake; for Deputyship cases the fees are set by the Office of the Public Guardian where as appointeeship fees are set locally and reflect the work undertaken, with different rates payable for those clients living in the community and those who are in permanent residential care. Fees are collected directly from a person's income as part of the money management process. Based on current client numbers and income collected over previous years it is proposed to readjust the income budget line by £50k for 2022/23. See 'Additional Information'

2021/22 Service Budget and Establishment	£000
Employees	10,077
Other Operational Expenses	83,989
Income	(31,887)
Total	62,179

Current Forecast (under) / overspend	7,425

Number of posts (Full time equivalent)	249.00

	2022/23	2023/24	2024/25
Proposed Budget Reduction (£000)	(1,380)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2022/23 or is it ongoing?	Ongoing

Section B

What impact does the proposal have on the following? :

Property
None.
Service Delivery
None.
Future expected outcomes
Delivery of a budget reduction.
Organisation
None.
Workforce
None.
Communities and Service Users
None.
Oldham Cares
None.
Other Partner Organisations
None.

Who are the key stakeholders?

Staff	Yes
Elected Members	Yes
Residents	No
Local business community	No
Schools	No
Trade Unions	No
External Partners (if yes please specify below)	Yes
Direct Payment brokers	
Other Council Departments (if yes please specify below)	Yes
Internal Audit and Counter Fraud	
Other (if yes please specify below)	No
N/a	

Benefits to the organisation/staff/customers including performance improvements

Increased income helping to meet budget requirements.
Budget lines adjusted to reflect current numbers and previous years data.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Income targets are not met following implementation in April.	Monthly monitoring of progression towards the income targets set will be undertaken through the adult social care governance structure.
Changes to legislation - Build back better proposals including the introduction of a cap on care costs and the increase in the self-funder capital limits will impact on income collected from contributions from 2023/24 onwards.	Modelling of the impact is in progress and will inform further impact assessments.
N/a	N/a

Key Development and Delivery Milestones:

Milestone	Timeline
Monthly monitoring arrangements in place.	April 2022.
N/a	N/a
N/a	N/a
N/a	N/a

Section D

Consultation Required?	No

	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

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

Section E

Finance Comments
See 'Additional Information'

Signed RO	20-Dec-2021

Signed Finance	23-Dec-2021

Cabinet Member Signature	
Name and Date	Cllr Z Chauhan 17-Jan-2022

Additional Information (if required)

Detail and Objectives (continued):

2) Direct Payment Audit Income Target

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

Where a direct payment is in place an annual audit is completed to ensure that funds are being utilised appropriately and the account is being well managed. As part of the audit process surplus funds within the direct payment account are reclaimed via the raising of an invoice.

Based on the number of people in receipt of a direct payment and the income clawed back in previous years it is proposed to reduce the level of expenditure paid in direct payments and therefore prevent the need for reclaiming unspent funds through an audit process. A cost avoidance target of £360k is proposed and deemed deliverable based on analysis over the last 3 years.

3) Income from Adult Social Care Contributions

When a person is in receipt of adult social care services a financial assessment is completed to determine how much they can afford to contribute towards the cost of their care. If they have over £23,250, they will be expected to fund the full cost of the care service that they receive, if they have less than this then a means tested assessment is completed to determine how much they can contribute based on the income they receive and level of capital they have. Invoices are raised on a 4-weekly basis for contributions towards adult social care services.

Based on the number of people in receipt of adult social care services and income collected from contributions over previous years it is proposed to increase the income target by £260k for 2022/23.

4) Disabled Facilities Grant (DFG)

Since the DFG became part of the Better Care Fund (BCF) in April 2015 there has been significant increase in grant allocation. The Council's annual spend adapting people's homes has been in excess of £2m since 2019/20 and is likely to increase in future years. The Council is permitted to charge a reasonable element of administrative cost to the DFG, typically 11%. By aligning the current revenue budget with projected activity and capital expenditure, an additional £30k will be realised from 2022/23 onwards.

5) Integrated Working Grant

Through the integrated approach to delivering health and social care in a way to support person-centred care, sustainability and better outcomes for people and carers, an efficiency of £680k is expected to be achieved from 2022/23. ASC will continue to build on the platform of joint commissioning to achieve improved patient and service user experiences and outcomes as conveyed in Oldham's BCF plan.

Additional Information (if required)

Finance Comments:

The proposal is to deliver a recurrent budget reduction of £1.380m, predominantly by reviewing and realigning income targets across a range of services as summarised in the table below:

Service Area	£k
Court of Appointee-ship	50
Direct Payments/ Individual Budgets	360
Client Contributions	260
Disabled Facilities Grant	30
Integrated Working Grant	680
Total	1,380

The Finance Service has worked collaboratively with the Adult Social Care service in reviewing and realigning existing budgets and projecting future expenditure and income. The £1.380m reduction is therefore considered fully deliverable on a recurrent basis from the 2022/23 financial year.

	Reference: ASC-BR1-549
Responsible Officer	Mark Warren
Cabinet Member:	Councillor Zahid Chauhan
Support Officer	Kirsty Littlewood

Equality Impact Assessment Tool

Service Area:	Community Business Services, Adult Social Care
Budget Reduction Title:	Income Maximisation for Adult Social Care

Stage 1: Initial Assessment

1a	Which service does this project, policy or proposal relate to? These proposals relate to two core areas: - increasing income, in line with projected budget profiling, which has been completed for adult social care based on previous years data insights and trends; - reduction in infrastructure spend across three components (supplies and services, transport, premises)																																			
1b	What is the project, policy or proposal? 1. Maximising income seeks to maximise existing income streams for adult social care across 5 areas: <table border="1"> <thead> <tr> <th>Proposed Area</th><th>22/23</th><th>23/24</th><th>24/25</th><th>£</th></tr> </thead> <tbody> <tr> <td>Appointeeship & Deputyship Charges</td><td>50,000</td><td>0</td><td>0</td><td>50,000</td></tr> <tr> <td>Direct Payment Audit Target</td><td>350,000</td><td>0</td><td>0</td><td>350,000</td></tr> <tr> <td>Income from ASC contributions</td><td>250,000</td><td>0</td><td>0</td><td>250,000</td></tr> <tr> <td>Disabled Facilities Grant</td><td>30,000</td><td>0</td><td>0</td><td>30,000</td></tr> <tr> <td>Integrated working</td><td>680,000</td><td>0</td><td>0</td><td>680,000</td></tr> <tr> <td>TOTAL</td><td>1,360,000</td><td>0</td><td>0</td><td>1,360,000</td></tr> </tbody> </table> Income from Appointeeship and Deputyship Charges Through Appointeeship and Deputyship arrangements the Client Finance Team support vulnerable adults within Oldham to protect and manage their finances. Where a person with eligible needs is unable to manage their own finances and they have no one suitable to support them, or where safeguarding concerns have been raised, the team will apply for the appropriate authorisation through the Department for Work and Pensions or the Court of Protection, to protect and manage their finances and assets. Set fees are payable for the work that the Client Finance Team undertake; for deputyship cases the fees are set by the Office of the Public Guardian where as appointeeship fees are set locally and reflect the work undertaken, with different rates payable for those clients living in the community and those who are in permanent residential care. Fees are collected directly from a person's income as part of the money management process.	Proposed Area	22/23	23/24	24/25	£	Appointeeship & Deputyship Charges	50,000	0	0	50,000	Direct Payment Audit Target	350,000	0	0	350,000	Income from ASC contributions	250,000	0	0	250,000	Disabled Facilities Grant	30,000	0	0	30,000	Integrated working	680,000	0	0	680,000	TOTAL	1,360,000	0	0	1,360,000
Proposed Area	22/23	23/24	24/25	£																																
Appointeeship & Deputyship Charges	50,000	0	0	50,000																																
Direct Payment Audit Target	350,000	0	0	350,000																																
Income from ASC contributions	250,000	0	0	250,000																																
Disabled Facilities Grant	30,000	0	0	30,000																																
Integrated working	680,000	0	0	680,000																																
TOTAL	1,360,000	0	0	1,360,000																																

Based on current client numbers and income collected in previous years which was above the target set, it is proposed to increase the income budget line by £50k from 2022/23.

Direct Payment Audit Income Target

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

Where a direct payment is in place an annual audit is completed to ensure that funds are being utilised appropriately and the account is being well managed. As part of the audit process, surplus funds within the direct payment account are reclaimed by raising an invoice.

Based on the number of people in receipt of a direct payment and the income clawed back in previous years it is proposed to increase the income budget line by £350k for 2022/23.

Income from Adult Social Care Contributions

When a person is in receipt of adult social care services a financial assessment is completed to determine how much they can afford to contribute towards the cost of their care. If the person has over £23,250, they will be expected to fund the full cost of the care service that they receive, if they have less than this then a means tested assessment is completed to determine how much they can contribute based on the income they receive and their level of capital.

Based on the number of people in receipt of adult social care services and income collected from contributions over previous years it is proposed to increase the income target by £250k for 2022/23. This will ensure the target reflects actual income already being collected.

Disabled Facilities Grant

Increase the income from the Disabled Facilities Grant (DFG) by £30k through maximising the ability to convert an element of capital funding.

Integrated Working Grant

Increase the income target from the integrated working grant in line with known grant increases, bringing in an additional £680k.

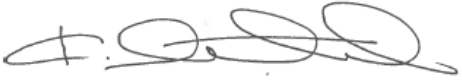
2. Infrastructure seeks to reduce spend for adult social care across 3 areas:

Proposed Area	22/23	23/24	24/25	£
Premises	152,500			152,500
Transport	1,064			1,064
Supplies and services	20,887			20,887
TOTAL	174,451	0	0	174,451

	This budget proposals seeks to implement a number of reductions to workforce and support costs across the following areas: • 50% reduction in ancillary premises budget (current budget £305k) for year 1 only • 1% reduction in £100k travel budget in line with new ways of working and reduced travel due to virtual technologies and will be across years 1-3 • 1% reduction in office supplies and services across the directorate for years 1 to 3																																																																				
1c	What are the main aims of the project, policy or proposal? The main aim of the proposal is to increase income in line with known financial forecasts and reduce infrastructure spend.																																																																				
1d	Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how? No direct or indirect impact on people with care and support needs as the approach is increasing income targets in line with projected financial forecasts and grant growth, as well as reducing spend on internal infrastructure costs.																																																																				
1e	Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups? <table border="1"> <thead> <tr> <th></th><th>None</th><th>Positive</th><th>Negative</th><th>Not sure</th></tr> </thead> <tbody> <tr> <td>Disabled people</td><td>☒</td><td>☐</td><td>☐</td><td>☐</td></tr> <tr> <td>Particular ethnic groups</td><td>☒</td><td>☐</td><td>☐</td><td>☐</td></tr> <tr> <td>Men or women (includes impacts due to pregnancy / maternity)</td><td>☒</td><td>☐</td><td>☐</td><td>☐</td></tr> <tr> <td>People of particular sexual orientation/s</td><td>☒</td><td>☐</td><td>☐</td><td>☐</td></tr> <tr> <td>People in a Marriage or Civil Partnership</td><td>☒</td><td>☐</td><td>☐</td><td>☐</td></tr> <tr> <td>People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment</td><td>☒</td><td>☐</td><td>☐</td><td>☐</td></tr> <tr> <td>People on low incomes</td><td>☒</td><td>☐</td><td>☐</td><td>☐</td></tr> <tr> <td>People in particular age groups</td><td>☒</td><td>☐</td><td>☐</td><td>☐</td></tr> <tr> <td>Groups with particular faiths or beliefs</td><td>☒</td><td>☐</td><td>☐</td><td>☐</td></tr> <tr> <td colspan="5">Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?</td></tr> <tr> <td>Not Applicable</td><td>☒</td><td>☐</td><td>☐</td><td>☐</td></tr> <tr> <td></td><td>☐</td><td>☐</td><td>☐</td><td>☐</td></tr> </tbody> </table>					None	Positive	Negative	Not sure	Disabled people	☒	☐	☐	☐	Particular ethnic groups	☒	☐	☐	☐	Men or women (includes impacts due to pregnancy / maternity)	☒	☐	☐	☐	People of particular sexual orientation/s	☒	☐	☐	☐	People in a Marriage or Civil Partnership	☒	☐	☐	☐	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	☒	☐	☐	☐	People on low incomes	☒	☐	☐	☐	People in particular age groups	☒	☐	☐	☐	Groups with particular faiths or beliefs	☒	☐	☐	☐	Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?					Not Applicable	☒	☐	☐	☐		☐	☐	☐	☐
	None	Positive	Negative	Not sure																																																																	
Disabled people	☒	☐	☐	☐																																																																	
Particular ethnic groups	☒	☐	☐	☐																																																																	
Men or women (includes impacts due to pregnancy / maternity)	☒	☐	☐	☐																																																																	
People of particular sexual orientation/s	☒	☐	☐	☐																																																																	
People in a Marriage or Civil Partnership	☒	☐	☐	☐																																																																	
People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	☒	☐	☐	☐																																																																	
People on low incomes	☒	☐	☐	☐																																																																	
People in particular age groups	☒	☐	☐	☐																																																																	
Groups with particular faiths or beliefs	☒	☐	☐	☐																																																																	
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?																																																																					
Not Applicable	☒	☐	☐	☐																																																																	
	☐	☐	☐	☐																																																																	
1f	What do you think the overall NEGATIVE impact on groups and communities will be?	None / Minimal ☒	Significant ☐																																																																		
1g	Using the screening and information in questions 1e and 1f, should a full assessment be carried out on the project, policy or proposal?	Yes ☐ No ☒																																																																			

1h	How have you come to this decision? The proposals outlined in this budget proposal have no direct or indirect impact on individuals who have protected characteristics. The proposal adopts known increases in income from year on year financial forecasting trends and known grant growth increases which are already confirmed to be received into the adult social care budget. The final element of the proposal seeks to reduce internal infrastructure costs based on known underspends.

Stage 5: Signature

Role	Name	Date
Lead Officer	Kirsty-Louise Littlewood	17 January 2022
Approver Signatures		17 January 2021

EIA Review Date:	

Further guidance and information on Equality Impact Assessments is available here – http://intranet.oldham.gov.uk/downloads/download/35/equality_impact_assessments

Reference :	ASC-BR1-550
Responsible Officer :	Mark Warren
Cabinet Member :	Cllr Z Chauhan
Support Officer :	Mark Warren

BR1 - Section A

Service Area :	Adult Social Care Support
Budget Reduction Title :	CHASC Other - General Operational

Budget Reduction Proposal - Detail and Objectives :	
This budget proposals seeks to implement a number of reductions to support costs across the following areas: • Premises: This involves releasing a recurrent premises budget of £152,500 that was originally allocated to support integrated working in the clusters. Following three years of integration and monitoring of the accommodation requirements this is now considered sufficiently stable to release 50% of the ongoing budget. • Transport: This represents a 1% reduction in the ASC travel budget of c£100,000. This is in line with the implementation of new ways of working and reduced travel due to the implementation of the flexible working model. • Supplies and services: This represents a 1% reduction in office supplies and services across the ASC directorate.	
Proposed Area	2022/23 £
Premises	152,500
Transport	1,064
Supplies & Services	20,887
Total	174,451

2021/22 Service Budget and Establishment	£000
Employees	10,077
Other Operational Expenses	83,989
Income	(31,887)
Total	62,179

Current Forecast (under) / overspend	7,425

Number of posts (Full time equivalent)	249.00

	2022/23	2023/24	2024/25
Proposed Budget Reduction (£000)	(174)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2022/23 or is it ongoing?	Ongoing

Section B

What impact does the proposal have on the following? :

Property
None. The estate budget reduction is outside the corporate landlord service.
Service Delivery
None.
Future expected outcomes
None.
Organisation
None.
Workforce
None.
Communities and Service Users
None.
Oldham Cares
None.
Other Partner Organisations
None.

Who are the key stakeholders?

Staff	Yes
Elected Members	Yes
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

The main benefit relates to the organisation is a reduction in the expenditure of Adult Social Care. All reductions relate to back office functions.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Further integration of health and social care requires additional premises costs.	Remaining budget in place to cover these costs.
Travel costs increase rather than decrease as a result of new ways of working.	Flexible approach implemented to reduce the costs of travel including home working as appropriate. Expenditure monitored at monthly ASC financial governance meeting.
Office supply costs increase as a result of impacts of Brexit and COVID-19.	Expenditure monitored at monthly ASC financial governance meeting.

Key Development and Delivery Milestones:

Milestone	Timeline
All agreed budget reductions will be removed from ASC budget.	1 April 2022.
N/a	N/a
N/a	N/a
N/a	N/a

Section D

Consultation Required?	No

	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

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

Section E

Finance Comments
The proposed reduction is a mixture of a 1% general reduction of budgets across the Portfolio for Transport and Supplies and Services and the removal of an unused premises budget. The premises related budget will remain unspent in 2021/22 and therefore considered available to be reduced in 2022/23. There is a high degree of confidence that the combined total £174k will be achieved recurrently from 2022/23 without significant impacts to service delivery.

Signed RO	20-Dec-2021

Signed Finance	23-Dec-2021

Cabinet Member Signature	
Name and Date	Cllr Z Chauhan 17-Jan-2022

BR1 - Section A

Reference :	ASC-BR1-551
Responsible Officer :	Helen Ramsden
Cabinet Member :	Cllr Z Chauhan
Support Officer :	Karl Dean

Service Area :	MioCare
Budget Reduction Title :	Core Management Fee Reduction - Miocare Group

Budget Reduction Proposal - Detail and Objectives :

To reduce Oldham Care and Support (MioCare Group) core management fee by 1% in 2022-23 totalling £115k.

This will add to the existing OCS deficit budget of £270k and an increase in National Insurance from April 2022 will add a further £90k to the funding gap. The proposed reduction set out below could see OCS have an overall deficit of £475k. OCS has a good track record of closing the trading gap in year by being efficient and securing additional income.

MioCare colleagues have proposed below how the £115k reduction will be managed:

- Cease continuation of Clear Plan (financial forecasting software) licence – saving £12k per year
- Achieve better value from the external audit now Grant Thornton arrangement has ceased – saving £10k a year
- Increase charges of Helpline and Response by 50p per week – increase overall income by circa £100k split between the Council and OCS – increasing OCS income by £50k
- Removal a 30-hour Assessment and Reviewing Officer from the establishment. Can be managed by an existing vacancy – saving £24k a year
- Removal a 30-hour Community Support Worker - saving £24k a year

An alternative proposal to close Chadderton Park Wellbeing Service was considered but this would have bigger impact and the majority of the costs would go elsewhere in the system in the form of personal budgets going to more costly provision.

2021/22 Service Budget and Establishment	£000
Employees	12,039
Other Operational Expenses	1,177
Income	(13,257)
Total	(41)

Current Forecast (under) / overspend	(119)

Number of posts (Full time equivalent)	476.00

	2022/23	2023/24	2024/25
Proposed Budget Reduction (£000)	(115)	0	0
Proposed Staffing Reductions (FTE)	1.60	0.00	0.00

Is your proposal a "one-off" in 2022/23 or is it ongoing?	Ongoing

Section B

What impact does the proposal have on the following? :

Property
N/a
Service Delivery
We will have less capacity to deliver Enablement and complex learning disability services.
Future expected outcomes
As demand increases, we will not be able to deliver the same level of service.
Organisation
We will lose the ability to financially forecast but this is not seen as a requirement going forward.
Workforce
Reduction of 1.6 FTE but from existing vacancies.
Communities and Service Users
Services may not be as responsive as they currently are due to having less capacity. Helpline customers will have to pay more for their service.
Oldham Cares
Less capacity to support hospital discharge.
Other Partner Organisations
None.

Who are the key stakeholders?

Staff	Yes
Elected Members	Yes
Residents	Yes
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
The delivery of an ongoing budget reduction of £115k.

Section C

Key Risks and Mitigations:

Risk	Mitigation
The funding gap in OCS can't be met and the organisation trades at a significant loss which the Council underwrites.	The MioCare Group has circa £400k of cash backed reserves.
OCS loses Helpline and Response customers due to the increase in charges.	Benchmarking suggests that these services can accommodate a 50p a week increase, and it remains very good value. These charges have not increased for a number of years.
We don't secure an external audit for the expected reduction in cost.	Grant Thornton charge at the highest rate and there is a view that we can secure for significantly less.

Key Development and Delivery Milestones:

Milestone	Timeline
Concluding the agreement with MioCare for the delivery of the budget reduction.	December 2021.
Approval of the Budget Reduction by the Council.	March 2022.
Implementation of the changes agreed.	April 2022.
N/a	N/a

Section D

Consultation Required?	No

	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

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

Section E

Finance Comments
See 'Additional Information'

Signed RO	20-Dec-2021

Signed Finance	23-Dec-2021

Cabinet Member Signature	
Name and Date	Cllr Z Chauhan 17-Jan-2022

Additional Information (if required)

Finance Comments:

The proposal is to reduce Oldham Care and Support (MioCare Group) core management fee by 1% in 2022-23 to deliver a budget reduction of £115k for Oldham Council Adult Social Care services. The reduction will add to the existing Oldham Care and Support (OCS) planned budget deficit of £270k and an increase in National Insurance Contributions from April 2022 which will add a further £90k to the funding gap. Taken together this will see OCS have an overall deficit of £475k. However, OCS has a good track record of closing the trading gap in year by being efficient and securing additional income. It should be noted that the risks and financial details contained on the proforma are in relation to MioCare and not Oldham Council ASC.

The options to deliver the saving include £22k on non-pay budgets, £50k additional income by increasing fees for services and the deletion of 1.6FTE posts. All are considered to be fully achievable on a recurrent basis from 2022/23.

	Reference:	ASC-BR1-551
Responsible Officer	Mark Warren	
Cabinet Member:	Cllr Zahid Chauhan	
Support Officer	Helen Ramsden	

Equality Impact Assessment Tool

Service Area:	Community Services & Adult Social Care Portfolio
Budget Reduction Title:	Core Management Fee Reduction - Miocare Group

Stage 1: Initial Assessment

1a	Which service does this project, policy or proposal relate to? Oldham Council agrees an annual core management fee with the MioCare Group for a range of social care services delivered by Oldham Care and Support (OCS). The MioCare Group is a wholly owned Council company and comprises three companies: 1. MioCare Group CIC 2. Oldham Care and Support 3. MioCare Services The current annual OCS core management fee is £11.5m which has reduced from £15.5m in 2013. OCS serves two primary client groups, older people and people with a learning disability. For older people OCS provides Medlock Court, Community Enablement and Helpline and Response. For people with a learning disability OCS provides Supported Living, Day Services, Shared Lives and supported housing for people experiencing poor mental health. This proposal principally impacts 4 areas: 1. Community Enablement (Previously Reablement) – Intensive care and support to 2. rehabilitate people who are in crisis 2. Helpline and Response – 24 hour telecare support service for people living in their own home 3. Supported Living – 24 hours care and support for people with a learning disability living in their own home 4. Central Services – MioCare’s central head office based at Ena Hughes Resource Centre
1b	What is the project, policy or proposal? This proposal sets out the potential reduction to the OCS core management fee of £115k. The MioCare Group outperformed their budget in 2020 and is ahead of financial projections 2021/22. MioCare officers have put forward proposals for how this reduction would be managed which has been agreed by Commissioners and can be found below: • Reduction in the establishment of Community Enablement and Supported Living by 0.8 FTEs respectively (1.6 FTEs in total). There are existing vacancies in both services so there won’t be any impact on current employees. • An increase in Helpline and Response charges of 50p a week. These haven’t been increased for a significant period of time and regional benchmarking would indicate that there is scope to increase whilst still benchmarking well across the North West. • In addition, MioCare has identified some efficiencies it can make from back office costs. E.g., licencing software and audit fees If realised this would be effective from 1st April 2022.

1c	What are the main aims of the project, policy or proposal?				
	To achieve a reduction to the ASC Commissioning budget without destabilising OCS income.				
1d	Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how?				
	There will be slightly less capacity in both the Community Enablement and Supported Living provisions. Helpline and Response customers will see an increase of 50p in their weekly charge. A reduction of £115k adds to the existing OCS budget deficit of £270k and there will be a further impact of circa £80k due to the national insurance increase from April 2022 which could destabilise the trading position of the MioCare Group. However, the MioCare Group has a good track record of closing the trading gap in year by being efficient, growth and securing additional income.				
1e	Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?				
		None	Positive	Negative	Not sure
	Disabled people	☐	☐	☒	☐
	Particular ethnic groups	☒	☐	☐	☐
	Men or women (includes impacts due to pregnancy / maternity)	☒	☐	☐	☐
	People of particular sexual orientation/s	☒	☐	☐	☐
	People in a Marriage or Civil Partnership	☒	☐	☐	☐
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	☒	☐	☐	☐
	People on low incomes	☐	☐	☒	☐
	People in particular age groups	☒	☐	☒	☐
	Groups with particular faiths or beliefs	☒	☐	☐	☐
	Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?				
		☐	☐	☐	☐
		☐	☐	☐	☐
1f	What do you think the overall NEGATIVE impact on groups and communities will be?		None / Minimal	Significant	
			☒	☐	
1g	Using the screening and information in questions 1e and 1f, should a full assessment be carried out on the project, policy or proposal?		Yes ☒		
			No ☐		
1h	How have you come to this decision?				
	Whilst the impact is minimal, the helpline charge increase aspect of the proposal would need to be the subject of consultation with existing users of the service, and only upon the outcome of the consultation will the actual impact be clearer.				

Stage 5: Signature

Role	Name	Date
Lead Officer	Helen Ramsden	17.01.2022
Approver Signatures		

EIA Review Date:	

Further guidance and information on Equality Impact Assessments is available here – http://intranet.oldham.gov.uk/downloads/download/35/equality_impact_assessments

BR1 - Section A

Reference :	ASC-BR1-552
Responsible Officer :	Mark Warren
Cabinet Member :	Cllr Z Chauhan
Support Officer :	Jayne Ratcliffe

Service Area :	Adult Social Care Support
Budget Reduction Title :	Review Care and Support Plans

Budget Reduction Proposal - Detail and Objectives :

The service intends to complete reviews of care and support plans to ensure the level of support being provided to Oldham residents is the minimum necessary care and support to meet a person's assessed eligible needs and offers the best value for money, in line with the Care Act. The reviews will be strength based, ensuring service user's own, family and community strengths are fully utilised to promote independence and ensure income is maximised.

The targeted reviews will initially focus on high-cost community care and support packages (above £750), low-cost packages (below £200), care home packages with additional 1:1 support, medication only calls, and double-handed care calls.

The service will proactively involve customers and partners in the development and review of services and needs.

The proposed savings from the review team would be a 2.5% reduction of the community care budget equal to £1.565m per annum however an investment of £0.310m will be required in order for the team to be initially established in 2022/23.

2021/22 Service Budget and Establishment

	£000
Employees	0
Other Operational Expenses	62,591
Income	(19,587)
Total	43,004

Current Forecast (under) / overspend

	1,723

Number of posts (Full time equivalent)

	0.00

	2022/23	2023/24	2024/25
Proposed Budget Reduction (£000)	0	(1,255)	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2022/23 or is it ongoing?

	Ongoing

Section B

What impact does the proposal have on the following? :

Property
Accommodation will be required for the new staff team.
Service Delivery
Oldham residents statutory care needs will continue to be met, although alternative and creative ways of meeting care and support needs to be implemented. It is recognised this could lead to an increase in complaints received to the service.
Future expected outcomes
See 'Additional Information'
Organisation
Outcome of reviews will be to provide the minimum care and support required to ensure statutory duties of the Care Act are adhered to.
Workforce
Increase in workforce will be required to undertake the reviews. The investment required is £620,440 over a 2-year period. Nationally there is a shortage of qualified social workers.
Communities and Service Users
Reviews of care and support packages are likely to result in a reduction of the level of support being provided, alternative ways of meeting need will to be considered and implemented to ensure individuals risk is minimised and independence promoted. In doing so choice will be limited for individuals.
Oldham Cares
See 'Additional Information'
Other Partner Organisations
The service will work closely with Action Together to ensure people are able to use the assets in their community to maintain their independence. The service will work closely with providers to ensure people are in receipt of the minimum level of support to meet their assessed care and support needs.

Who are the key stakeholders?

Staff	Yes
Elected Members	Yes
Residents	Yes
Local business community	Yes
Schools	No
Trade Unions	Yes
External Partners (if yes please specify below)	Yes
Action Together	
Other Council Departments (if yes please specify below)	Yes
Various including Housing, District Partnerships, Mio Care, Finance, Public Health.	
Other (if yes please specify below)	No
N/a	

Benefits to the organisation/staff/customers including performance improvements

Maximising Oldham residents to be as independent as possible through alternative models of care and support and the delivery of a budget reduction.

Section C

Key Risks and Mitigations:

Risk	Mitigation
See 'Additional Information'	See 'Additional Information'
N/a	N/a
N/a	N/a

Key Development and Delivery Milestones:

Milestone	Timeline
Scope of the work.	January 2022.
Preparation of an Equality Impact Assessment.	January 2022.
Consultation.	January – February 2022.
Recruitment.	April 2022.

Section D

Consultation Required?	Yes	
	Start	Conclusion
Staff	13-Jan-2022	14-Feb-2022
Trade Union	13-Jan-2022	14-Feb-2022
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

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

Section E

Finance Comments
See 'Additional Information'

Signed RO	20-Dec-2021
Signed Finance	23-Dec-2021

Cabinet Member Signature		
Name and Date	Cllr Z Chauhan	17-Jan-2022

Additional Information (if required)

Impact on Future Expected Outcomes:

High-cost care and support packages will be reviewed (over £750 per week) and those people in receipt of lower cost packages of care and support will be reviewed (under £200 per week). The service is expected to achieve a reduction in care and support being provided to Oldham residents through creative care planning, alternative assistive technology, and strength-based ways of working. It is expected following a review individual's will be in receipt of support that is best value, through sourcing alternative models of care to achieve the savings proposal.

Impact on Oldham Cares:

The proposal may result in alternative funding from other sources for example an increase in requests for continuing health care funding from the Clinical Commissioning Group (CCG).

The service will require the support of the Northern Care Alliance (NCA) to ensure occupational therapy assessments are provided in a timely manner to reduce the support on commissioned providers and ensure sufficient equipment required for an individual to maintain their independence has been assessed.

Key Risks and Mitigations:

Corporate Risk

Risk - Increase risk of complaints

Mitigation - The service will respond to complaints accordingly and will not leave people at risk, although alternative ways of meeting a person's needs will be the preferred option.

Risk - Reputational risk to Council/ Adult Social Care

Mitigation - The service provided will be done so in accordance with the principles of best value. Where needs can be met using alternative support this will be the preferred option, balancing risks, choice, and cost effectiveness.

Risk - Interdependencies across wider system and corporate infrastructure

Mitigation - There are currently other savings proposals in place, for example achieving better outcomes for people with a learning disability, where there is a risk of double counting. The service will work closely with finance colleagues to mitigate this risk factor.

Risk - Unpredictability of demand on services from ongoing Covid-19 response and wider health system pressures through winter

Mitigation - The service will continue to respond to ASC demand, however, will proactively review services to ensure best value is achieved.

Risk - Risk of the review team responding to new demand due to service pressures, as opposed to completing planned reviews.

Mitigation - The service will not move staff to respond to new demand. The staff employed will concentrate on reviews of needs and care and support plans for individuals.

Learning and development risk

Risk - Failure to have suitably skilled and motivated workforce

Mitigation - The service will proactively support staff and their well-being to ensure they are comfortable with the decisions being made. The team manager will be expected to take a positive approach to risk management. The service recognises there are currently national recruitment challenges for social work positions, as such are working closely with HR colleagues to undertake recruitment drives for social work posts.

Additional Information (if required)

Finance Risk

Risk - Failure to deliver to allocated budget

Mitigation - The service will work with finance and develop a dashboard to ensure cost reductions are clear. Regular updates will be provided to Senior Managers on a 4 weekly basis to identify the savings achieved. Support will be required from the transformation team to ensure savings remain on track.

Risk - Loss of income

Mitigation - Reductions in support provided will result in a loss of income to ASC, in the form of financial charging.

Risk - Overspend on prevention provider/ contracts

Mitigation - The service will require support from the transformation team to fully understand the alternatives service provision for individuals.

Risk - Partnership failure to pool /align services and resources

Mitigation - The service will continue to work with partners and ensure partners are aware of the objective of the team.

Process Risk

Risk - Disruption of service provision

Mitigation - Pathways will need to be built within the Mosaic system to accommodate the review team. Oldham residents will be informed they will be receiving a review of their needs in writing.

Risk - Failure to act within the law (Care Act) and good standards of practice

Mitigation - The service will continue to work in accordance with the care Act, however, will be offering an alternative to meet individual care and support needs.

Risk - Inaccurate / unavailable/ loss of data

Mitigation - The service will need to work closely with business intelligence colleagues to ensure data is correctly reported from the Mosaic system.

Finance Comments:

This option is predicated on an initial investment of £0.310m to establish a review team in 2022/23. Once the review team has conducted assessments of existing care packages over a 12-month period, efficiencies will begin to be realised from 2023/24.

Applying the 2.5% reduction in the overall community care budget of £62.6m is considered to be a reasonable proportion. Data analysis conducted on care packages previously evaluated has taken into account packages that have decreased, remained the same and increased in value following a care act assessment.

The proposed budget reductions are shown in the table below:

	22/23	23/24
Saving	0	(1,565)
Investment	310	310
Total	310	(1,255)

There is a financial risk around the long-term viability of the review team and the financial implication of reviews not yielding the savings required. The service will need to mitigate against how the team continues to be funded or if disbanded, what will be the likely impact on employment rights and whether severance pay applies.

	Reference: ASC-BR1-552
Responsible Officer	Jayne Ratcliffe
Cabinet Member:	Cllr Zahid Chauhan
Support Officer	Aneeq Mushtaq

Equality Impact Assessment Tool

Service Area:	Community Services & Adult Social Care Portfolio
Budget Reduction Title:	Review Care and Support Plans

Stage 1: Initial Assessment

1a	Which service does this project, policy or proposal relate to? The service intends to complete reviews of care and support plans, ensuring the level of support is the minimum necessary care and support to meet a person's assessed eligible needs and offers the best value for money, in line with the Care Act. The reviews completed will ensure service user's own, family and community strengths are fully utilised to promote independence and ensure income is maximised. The review officers will work proactively with Oldham residents, carers' and partners during the review process to ensure individual assessed care and support needs are met. development and review of services and needs.
1b	What is the project, policy or proposal? The targeted reviews will initially focus on high-cost community care and support packages (above £750) and low-cost packages (below £200), care home packages. In addition, those residents receiving support provided by 2 carers at each visit will also be reviewed. Alternative ways to meet an individuals' needs will be considered, using assets in the community and assistive technology.
1c	What are the main aims of the project, policy or proposal? The proposed savings from the review team would be a 2.5% reduction of the community care budget equal to £1.565m per annum however an investment of £0.310m will be required for the team to be initially established in 2022/23.
1d	Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how? <u>Organisation & service user</u> <u>Benefits</u> - o Timely reviews completed for service users in line with statutory duties, ensuring needs are met and support plans are outcome focussed- in accordance with the Care Act. - o Mitigating risks associated with late/ overdue reviews - o Reduced reliance/ dependency on services - o Promotion of strengths-based approach - o Appropriately commissioned packages of care - o Quality assurance to the Local Authority and Care Quality Commission (CQC) - o Likely long-term reduction in complaints, and reduced reputational risk to Council & ASC - o Improved ability for teams to schedule annual review process, & reduction in crisis response work generated from overdue reviews - o Improved income generation owing to updated and current financial assessment. - o Improved data quality and accuracy

Risks

Corporate Risk

- o Increase risk of complaints due to existing care and support packages being reduced and alternative ways of meeting care and support needs being considered.
- o Reputational risk to Council/ Adult Social Care
- o Interdependencies across wider system and corporate infrastructure
- o Unpredictability of demand on services from ongoing Covid-19 response and wider health system pressures through winter
- o Risk of the review team responding to new demand due to service pressures, as opposed to completing planned reviews. Learning and development risk
- o Failure to have suitably skilled and motivated workforce

Finance Risk

- o Failure to deliver to allocated budget
- o Loss of income
- o Overspend on prevention provider/ contracts
- o Partnership failure to pool /align services and resources

Process Risk

- o Disruption of service provision
- o Failure to act within the law (Care Act) and good standards of practice
- o Inaccurate / unavailable/ loss of data

1e

Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups?

	None	Positive	Negative	Not sure
Disabled people	☐	☐	☒	☐
Particular ethnic groups	☐	☐	☐	☒
Men or women (includes impacts due to pregnancy / maternity)	☒	☐	☐	☐
People of particular sexual orientation/s	☒	☐	☐	☐
People in a Marriage or Civil Partnership	☒	☐	☐	☐
People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	☒	☐	☐	☐
People on low incomes	☐	☐	☒	☐
People in particular age groups	☐	☐	☒	☐
Groups with particular faiths or beliefs	☐	☐	☐	☒
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?				
Carers	☐	☐	☐	☒
	☐	☐	☐	☐

1f	What do you think the overall NEGATIVE impact on groups and communities will be?	None / Minimal	Significant
		☒	☐

1g	Using the screening and information in questions 1e and 1f, should a full assessment be carried out on the project, policy or proposal?	Yes ☒
		No ☐
1h	How have you come to this decision?	
	Oldham residents statutory care needs will continue to be met, although alternative and creative ways of meeting care and support needs to be implemented. Outcome of reviews will be to provide the minimum commissioned care and support required, through adopting strengths-based and preventative approaches whilst ensuring statutory duties of the Care Act are adhered to.	

Stage 2: What do you know?

What do you know already?
Annual reviews are a statutory requirement. Without completing reviews there is a financial risk of overspend. Reviewing the needs of individuals provides improved outcomes Currently demand is outstripping staffing capacity to complete this work within existing teams, due to the services response to the Covid 19 pandemic. There is a risk of increased complaints because of lack of timely response. The outstanding Review data is known and tracked, informing this process.
What don't you know?
The challenges of recruitment to the Review team given the current national social work recruitment challenges. The ongoing impact and duration of the wider system response to Covid (& associated national and legislative changes) and recovery of the service from the Covid 19 pandemic. The accuracy of current data. The interdependencies upon the mobilisation of other strategies including the Adult Social Care prevention offer, reablement offer, community support resources Carer/family resilience and stability and ability to provide increased natural support. The impact of the reviews on the wider Health system, for example, increased OT referrals from the reviews, as the service address the Covid legacy impact. The ability of other organisations, for example Action Together, relating to community support resources.
Further Data Collection

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

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

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

3a	Who have you consulted with?
	Internal discussions across Community Health and Social Care (CHASC)
3b	How did you consult? (include meeting dates, activity undertaken & groups consulted)
	Further consultation is required with service users, carers and staff.
3c	What do you know?
	The proposal may result in alternative funding from other sources for example an increase in requests for continuing health care funding from the Clinical Commissioning Group (CCG). The service will require the support of the Northern Care Alliance (NCA) to ensure occupational therapy assessments are provided in a timely manner to reduce the support on commissioned providers and ensure sufficient equipment required for an individual to maintain their independence has been assessed. Consultation / information shared with the public via Oldham Council website as part of the BR1 process

3d	What don't you know?
	- o Direct impact on individual service users and carers unclear as data requires cleansing. - o Consultation/ information with specific groups has not taken place. - o No aspect of co-production.
3e	What might the potential impact on individuals or groups be?
	Generic (impact across all groups)
	Disabled people More likely to be accessing commissioned services: there may be changes to the way needs are met despite maintaining statutory compliance. The service will provide just enough care to meet long term identified care and support needs of Oldham residents. This may create anxiety and increased complaints in the short term.
	Particular ethnic groups The related demographic data has not been cross-referenced to the case review data; therefore, the impact is unclear at the present time.
	Men or women (<i>include impacts due to pregnancy / maternity</i>) The related demographic data has not been cross-referenced to the case review data; therefore, the impact is unclear at the present time.
	People of particular sexual orientation/s The related demographic data has not been cross-referenced to the case review data; therefore, the impact is unclear at the present time.
	People in a Marriage or Civic Partnership The related demographic data has not been cross-referenced to the case review data; therefore, the impact is unclear at the present time.
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment The related demographic data has not been cross-referenced to the case review data; therefore, the impact is unclear at the present time.
	People on low incomes More likely to be accessing commissioned services: there may be changes to the way needs are met despite maintaining statutory compliance. This may create anxiety and increased complaints in the short term. Data indicates the locality has a high proportion of services users on low incomes in receipt of care and support.
	People in particular age groups More likely to be accessing commissioned services: there may be changes to the way needs are met despite maintaining statutory compliance. This may create anxiety and increased complaints in the short term.
	Groups with particular faiths and beliefs The related demographic data has not been cross-referenced to the case review data; therefore, the impact is unclear at the present time.
	Other excluded individuals (<i>e.g. vulnerable residents, individuals at risk of loneliness, carers or service</i>) Carers: person being cared-for more likely to be accessing commissioned services: there may be changes to the way needs are met despite maintaining statutory compliance.

	<i>and ex-serving members of the armed forces)</i>	Any reduction in commissioned care and support services will need to be assessed in relation to the carer impact. This may create anxiety and increased complaints in the short term.

Stage 4: Reducing / Mitigating the Impact

4a	What can be done to reduce or mitigate the impact of the areas you have identified?	
	Impact 1	Proposal
	Corporate risk • Increase risk of complaints • Reputational risk to Council/ Adult Social Care • Interdependencies across wider system and corporate infrastructure • Unpredictability of demand on services from ongoing Covid-19 response and wider health system pressures through winter • Risk of the review team responding to new demand due to service pressures, as opposed to completing planned reviews.	The service will respond to complaints accordingly and will not leave people at risk, although alternative ways of meeting a person's needs will be the preferred option. The service provided will be done so in accordance with the principles of best value. Where needs can be met using alternative support this will be the preferred option, balancing risks, choice, and cost effectiveness. There are currently other savings proposals in place, for example achieving better outcomes for people with a learning disability, where there is a risk of double counting. The service will work closely with finance colleagues to mitigate this risk factor. The service will continue to respond to ASC demand, however, will proactively review services to ensure best value is achieved. The service will not move staff to respond to new demand. The staff employed will concentrate on reviews of needs and care and support plans for individuals.
	Impact 2	Proposal
	Learning and development risk • Failure to have suitably skilled and motivated workforce	The service will proactively support staff and their well-being to ensure they are comfortable with the decisions being made. The team manager will be expected to take a positive approach to risk management. The service recognises there are currently national recruitment challenges for social work positions, as such are working closely with Section C HR colleagues to undertake recruitment drives for social work posts.
	Impact 3	Proposal
	Finance Risk • Failure to deliver to allocated budget • Loss of income • Overspend on prevention provider/ contracts • Partnership failure to pool /align services and resources	The service will work with finance and develop a dashboard to ensure cost reductions are clear. Regular updates will be provided to Senior Managers on a 4 weekly basis to identify the savings achieved. Support will be required from the transformation team to ensure savings remain on track. Reductions in support provided will result in a loss of income to ASC, in the form of financial charging.

		The service will require support from the transformation team to fully understand the alternatives service provision for individuals. The service will continue to work with partners and ensure partners are aware of the objective of the team.
	Process Risk • Disruption of service provision • Failure to act within the law (Care Act) and good standards of practice • Inaccurate / unavailable/ loss of data	Pathways will need to be built within the Mosaic system to accommodate the review team. Oldham residents will be informed they will be receiving a review of their needs in writing. The service will continue to work in accordance with the care Act, however, will be offering an alternative to meet individual care and support needs. The service will need to work closely with business intelligence colleagues to ensure data is correctly reported from the Mosaic system.

4b	Have you done, or will you do anything differently, as a result of the EIA?	
	Communication with those in receipt of services in relation to the proposals.	
4c	How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?	
	Structured project plan co-ordinated by Project Lead to inform regular updates to DMT.	

Conclusion

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

The service intends to complete reviews of care and support plans to ensure the level of support being provided to Oldham residents is the minimum necessary care and support to meet a person's assessed eligible needs and offers the best value for money, in line with the Care Act. The reviews will be strength based, ensuring service user's own, family and community strengths are fully utilised to promote independence and ensure income is maximised.

The targeted reviews will initially focus on high-cost community care and support packages (above £750), low-cost packages (below £200), care home packages with additional 1:1 support, medication only calls, and double-handed care calls.

The service will proactively involve customers and partners in the development and review of services and needs.

The proposed savings from the review team would be a 2.5% reduction of the community care budget equal to £1.565m per annum however an investment of £0.310m will be required in order for the team to be initially established in 2022/23.

Information above provides a summary of the intended review programme and its intended impacts with associated mitigations.

The programme of work will be tracked and reviewed ongoing.

Stage 5: Signature

Role	Name	Date
Lead Officer	Jayne Ratcliffe	13/1/2022
Approver Signatures		

EIA Review Date:	

Further guidance and information on Equality Impact Assessments is available here – http://intranet.oldham.gov.uk/downloads/download/35/equality_impact_assessments

Responsible Officer :	Jayne Ratcliffe
Cabinet Member :	Cllr Z Chauhan
Support Officer :	Aneeq Mushtaq

BR1 - Section A

Service Area :	Adult Social Care Support
Budget Reduction Title :	Increasing Community Enablement Throughput

Budget Reduction Proposal - Detail and Objectives :

Of the 1,473 requests for service during the 12-month period December 2020 to November 2021, 53% of service users did not go through the reablement pathway. It is therefore the intention to increase reablement capacity to ensure 25% more service users access the provision and thus reducing the demand on care at home packages by £0.487m per annum.

Building on the existing reablement and occupational therapy approach, an additional staffing investment of £0.195m is required to ensure capacity exists within community reablement team.

On this basis the proposed savings is a recurrent £0.292m from 2022/23.

2021/22 Service Budget and Establishment

	£000
Employees	12,039
Other Operational Expenses	1,177
Income	(13,257)
Total	(41)

Current Forecast (under) / overspend

	(119)

Number of posts (Full time equivalent)

	476.00

	2022/23	2023/24	2024/25
Proposed Budget Reduction (£000)	(292)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2022/23 or is it ongoing?

	Ongoing

Section B

What impact does the proposal have on the following? :

Property
None.
Service Delivery
See 'Additional Information'
Future expected outcomes
See 'Additional Information'
Organisation
None.
Workforce
See 'Additional Information'
Communities and Service Users
Improved outcomes for communities and individuals.
Oldham Cares
Increase in specialist assessments of need for example occupational therapy assessments, moving and handling assessments.
Other Partner Organisations
Increase in referrals to preventative services.

Who are the key stakeholders?

Staff	Yes
Elected Members	Yes
Residents	Yes
Local business community	No
Schools	No
Trade Unions	No
External Partners (if yes please specify below)	Yes
Various preventative services.	
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 high cost, long term packages of support and delivery of a budget reduction.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Staffing capacity to meet demand.	There will need to be further scoping to be undertaken to understand the likely increase in demand and ensure capacity is sufficient to meet demand, including training of all staff through an enablement model.
Cultural aspect of changing the ways of workings, introducing staff to new ways of working.	This new way of working is required to achieve positive outcomes for Oldham residents.
Reframing expectations of Oldham residents and stakeholders.	Comms plan needs to be in place.

Key Development and Delivery Milestones:

Milestone	Timeline
Scope of the work.	January 2022.
Preparation of an Equality Impact Assessment.	January 2022.
Consultation.	January – February 2022.
Recruitment.	April 2022.

Section D

Consultation Required?	Yes	
	Start	Conclusion
Staff	13-Jan-2022	14-Feb-2022
Trade Union	13-Jan-2022	14-Feb-2022
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	20-Jan-2022	21-Feb-2022

Equality Impact Screening

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

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

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

Section E

Finance Comments
This is an invest to save proposal requiring recurrent investment of £0.195m, to achieve savings from the care at home budget of £0.487m and therefore realise a net saving of £0.292m per annum from 2022/23 by reducing the MioCare management fee. There are clear cost benefits in referring service users through the reablement pathway delivered by Miocare. Data analysis suggests the more service users accessing the provision the greater the cost avoidance in the care at home budget. Increasing service user numbers by 25% is reasonable, but the outcomes will require robust monitoring in order to assess not only the success but also potential future scope.

Signed RO	20-Dec-2021
Signed Finance	23-Dec-2021

Cabinet Member Signature		
Name and Date	Cllr Z Chauhan	17-Jan-2022

Additional Information (if required)

Impact on Service Delivery:

Benefits

- Increase independence and improved quality of life
- Shorter recovery times providing timely and appropriate support
- Hospital avoidance
- Prevent, reduce, delay model in accordance with the Care Act 2014 statutory duties and responsibilities.
- Reduction in carer strain.
- Cost effective provision.
- Improved health and social care outcomes.

Impact on Future Expected Outcomes:

Improved service pathways into Adult Social Care, linked to prevention, earlier intervention, and strength-based ways of working, whereby Oldham residents will be taken through an enablement process to ensure there is a reduced dependency on long term service requirements and improved outcomes for residents.

In addition, where there has been a change in a person's needs a further period of intervention may be required to agree future care planning requirements.

Impact on the Workforce:

There will need to be an investment in the workforce to ensure capacity is able to meet demand. MioCare estimate that the Reablement service would require an additional investment of £195k per annum (4 x 30 hours AROs and 3 x 20 RO) to deliver 18 assessments and follow up a week. It is envisaged whether long term care is required would be established within 7 days and if required referred to a care provider.

Risk 4:

Sustainable workforce to be recruited to, in the current climate.

Mitigation:

Workforce challenges remain and we will need a recruitment drive should additional staff be required.

Risk 5:

All stakeholders need to be engaged in an integrated community enablement model, with a clear management structure in place.

Mitigation:

Current discussions taking place re blended roles.

Risk 6:

Enablement staffing capacity required to meet demand.

Mitigation:

Current discussions taking place re blended roles.

	Reference:	ASC-BR1-553
Responsible Officer	Jayne Ratcliffe	
Cabinet Member:	Cllr Zahid Chauhan	
Support Officer	Aneeq Mustaq	

Equality Impact Assessment Tool

Service Area:	Adult Social Care Portfolio
Budget Reduction Title:	Increasing Community Enablement Throughput

Stage 1: Initial Assessment

1a	Which service does this project, policy or proposal relate to? Increasing Community Enablement throughput relates to community services being delivered to individuals in their own placed based community, maximising a strengths-based approach, by using the assets in the community to support people to live independently in their own homes. and working within the individuals and community assets in a least restrictive way. By maximising a supporting a person through reablement, this will reduce the increased need on informal/formal carer response, including young carers. The proposal will enable more individuals to get the right support, at the right place, at the right time. This will prevent deterioration and possible hospital admission or increased frailty, which may reduce the need on short stay residential placement, maximising care home capacity. The service relates to and includes Adult Social Care, Miocare, Hospital discharge & hospital avoidance. It also links to Community Physiotherapist, Occupational Therapy, and AROs.
1b	What is the project, policy or proposal? Of the 1,473 requests for service during the 12-month period December 2020 to November 2021, 53% of service users did not go through the reablement pathway. It is therefore the intention to increase reablement capacity to ensure 25% more service users access the provision and thus reducing the demand on care at home packages by £0.487m per annum. Building on the existing reablement and occupational therapy approach, an additional staffing investment of £0.195m is required to ensure capacity exists within community reablement team. On this basis the proposed savings is a recurrent £0.292m from 2022/23.
1c	What are the main aims of the project, policy or proposal? To implement prevention and maximise wellbeing to ensure compliance with Care Act duties. To develop an improved and more streamlined, timely pathway across adult social care. The main aim of the project is to maximise individual's independence to reduce the need for statutory commissioned services. To achieve a reduction to the budget commissioned services and reduce restrictions on individual's liberty.
1d	Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how? The proposal will benefit the individual health and wellbeing and community presence, by maximising their independence in a timely manner. Benefits • Increase independence and improved quality of life • Shorter recovery times providing timely and appropriate support • Hospital avoidance • Prevent, reduce, delay model in accordance with the Care Act 2014 statutory duties and responsibilities. • Reduction in carer strain. • Cost effective provision. • Improved health and social care outcomes

	The proposal may have an impact on reducing Care Home demand and long-term Care at Home services as individuals independence will be maximised for longer periods.				
1e	Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?				
		None	Positive	Negative	Not sure
	Disabled people	☐	☒	☐	☐
	Particular ethnic groups	☒	☐	☐	☐
	Men or women (includes impacts due to pregnancy / maternity)	☒	☐	☐	☐
	People of particular sexual orientation/s	☒	☐	☐	☐
	People in a Marriage or Civil Partnership	☒	☐	☐	☐
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	☒	☐	☐	☐
	People on low incomes	☒	☐	☐	☐
	People in particular age groups	☒	☐	☐	☐
	Groups with particular faiths or beliefs	☒	☐	☐	☐
	Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?				
		☒	☐	☐	☐
	☒	☐	☐	☐	

1f	What do you think the overall NEGATIVE impact on groups and communities will be?	None / Minimal	Significant
		☒	☐

1g	Using the screening and information in questions 1e and 1f, should a full assessment be carried out on the project, policy or proposal?	Yes ☐
		No ☒
1h	How have you come to this decision?	
	As the proposal has not identified that it will have a negative impact on individual, the community or partnerships; A full assessment is not required to establish impact of risk.	

Stage 5: Signature

Role	Name	Date
Leade Officer	Jayne Ratcliffe	17.01.2022
Approver Signatures		

EIA Review Date:	

BR1 - Section A

Reference :	ASC-BR1-554
Responsible Officer :	Mark Warren
Cabinet Member :	Cllr Z Chauhan
Support Officer :	Clare Bamforth

Service Area :	Adult Social Care Support
Budget Reduction Title :	Learning Disability Consultant Psychiatrist

Budget Reduction Proposal - Detail and Objectives :
This budget proposals seeks to cease the Oldham Council funding contribution to Pennine Care Foundation Trust for learning disability psychiatric support to the service users of Poppyfields Supported Living service Poppyfields Psychiatrist The Council contributes funding towards a dedicated Psychiatrist post to support individuals living in the Poppyfields Mental Health Supported Living complex. In addition, the psychiatrist post also supports wider needs within the Learning Disabilities (LD) Service. This agreement was novated from Health in 2011 and was implemented to specifically benefit people residing at Poppyfields to have a more direct access to a clinical psychiatrist. Poppyfields was designed to operate as a 'step down' residential facility for residents from Calderstones (now known as Mersey Care) usually for a two year period, although current residents have resided there for longer. Usually, the residents have dual diagnosis (Learning Disability and Mental Health needs) with possible forensic support required. There are six 'units' on site. However, due to the complexity of one service user, 2 of the beds are currently unavailable for occupancy. There are plans in place to change the layout of Poppyfields in order to support this service user better and return to a 6 bed service model. See 'Additional Information'

2021/22 Service Budget and Establishment	£000
Employees	73
Other Operational Expenses	0
Income	(0)
Total	73

Current Forecast (under) / overspend	0

Number of posts (Full time equivalent)	1.83

	2022/23	2023/24	2024/25
Proposed Budget Reduction (£000)	(73)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2022/23 or is it ongoing?	Ongoing

Section B

What impact does the proposal have on the following? :

Property
None.
Service Delivery
The residents of Poppyfields will have access to mainstream mental health support if this proposal is approved and so there should be no impact on service delivery at this service.
Future expected outcomes
Work will continue to take place alongside the CCG (or lead of the contract for MH provision in Oldham after April 2022) and the provider ensuring that the needs of the service users at Poppyfields continue to be met as part of the residential offer for psychiatric support.
Organisation
There is a risk that the removal of the funding for the LD Psychiatrist post and also the Admin post will de-stabilise the wider mental Health offer across Oldham. However, it should also be noted that Adult Social care should not be paying for such a health focussed service.
Workforce
If approved, this budget proposal will impact on the Psychiatrist post and also 1.53 FTE administrative support staff. These posts are not employed by Oldham Council.
Communities and Service Users
None.
Oldham Cares
The approval of this funding proposal will have an impact on the wider psychiatric offer across Oldham which may have an impact on members of the communities if the funding is not provided via a health service.
Other Partner Organisations
The CCG (or lead of the contract for Mental Health provision in Oldham/Greater Manchester after 1 April 2022) and PCFT – the approval of this proposal will have an impact on staffing within PCFT.

Who are the key stakeholders?

Staff	Yes
Elected Members	Yes
Residents	No
Local business community	No
Schools	No
Trade Unions	No
External Partners (if yes please specify below)	Yes
See 'Additional Information'	
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
Delivery of a recurrent budget reduction.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Reduction in the funding for the wider Psychiatric offer across Oldham.	The funding for this should be met from a health commissioning budget rather than adult social care and therefore should be met from alternative budgetary means which will ensure the service model and support to those identified with the need continues.
Reduction in the wider Mental health offer to service users.	The funding for this should be met from a health commissioning budget rather than adult social care and therefore should be met from alternative budgetary means which will ensure the service model and support to those identified with the need continues.
N/a	N/a

Key Development and Delivery Milestones:

Milestone	Timeline
Decision to de-commission the service via the savings and efficiencies process.	Between December 2021 and March 2022.
Communicate the decision to the provider and other relevant stakeholders (i.e. commissioners), and work through any TUPE and decommissioning implications. i.e. it will be appropriate to issue PCFT with a notice to decommission letter.	Following the above decision being made. It will be communicated as soon as the decision has been made.
Decommission existing service.	By 31st March 2022.
N/a	N/a

Section D

Consultation Required?	No

	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

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

Section E

Finance Comments
The budget proposals seeks to cease the Oldham Council funding contribution of £73,465 to Pennine Care Foundation Trust for learning disability psychiatric support to the service users of Poppyfields Supported Living service. Whilst the saving is relatively straight forward for ASC, it has the potential to put an offsetting strain on the wider health economy. The residents of Poppyfields will still have access to mainstream mental health services, and work will continue with the CCG and the provider to try to ensure that the needs of the service users will continue to be met as part of the residential offer for psychiatric support.

Signed RO	20-Dec-2021

Signed Finance	23-Dec-2021

Cabinet Member Signature	
Name and Date	Cllr Z Chauhan 17-Jan-2022

Additional Information (if required)

Detail and Objectives (continued):

The 2021/22 funding contribution from the Local Authority (LA) is £73,465. A 2.8% uplift was applied this year after negotiation with Pennine Care finance colleagues who requested that the standard NHS contract uplift is applied to this contract, stating that Oldham was the only LA in GM not to honour this standard arrangement. This does pose further complications to the Local Authority contributing towards a health service.

The Consultant Psychiatrist is full time working 50% 0.50FTE in Oldham (and 50% in Bury). The 0.50FTE in Oldham is funded as follows:-

Oldham Clinical Commissioning Group (CCG) 0.20FTE

Oldham Council 0.30FTE.

Current Funding:

As stated above, the contract contribution to this post for 2021/22 is £73,465 for 0.3 WTE Psychiatrist post and 1.53 WTE administrative support. Oldham CCG Finance are unable to confirm the value of their contribution for the 0.2 WTE as this is wrapped up in the main block contract funding for Pennine Care Foundation Trust (PCFT) for the delivery of their mental health learning disability services in Oldham. The block funding to PCFT was rebased in 2016/17 so any history prior to that is lost and only investments made since then are identifiable. Clarification of this figure has been requested from Pennine Care, however they are unable to confirm this.

Pennine Care FT confirmed the breakdown of the funding for this post as follows (December 2021):

The overall contract with OCCG doesn't have the detail of the amount of funding allocated for the LD Psychiatrist, but it has been accepted for many years that they contribute to 0.20 (whole time equivalents) wte of a Learning Disability Consultant Psychiatrist post

At 2021/22 rates these posts cost more than £73,465. For planning purposes the 0.30wte Consultant post costs £43.3k p.a., 1.53wte Admin posts £39.3k, Non pay and overheads £14.9k ; Total £97.5k.

These figures suggest that the overall cost of the Psychiatrist Post service is in the region of £144,000 if our funding element contributes to 0.3wte. This does cause further concern regarding a financial gap in the overall mental health service offer which should be health funded.

From the figures provided by PCFT, the ask of funding for 2022/23 will increase further than the budget allocated. The increase in the funding provided and the costs detailed is £24,035 which is a 32% increase on the current budget allocation. Clearly this cannot be met, and cannot be guaranteed should this budget proposal not be approved. In this instance, negotiation with PCFT would be essential to agree the level of funding and agree that an automatic uplift will not be applied.

Evidence of support:

Information received from Future Directions, the provider commissioned to support Poppyfields, confirms that the actual psychiatric involvement for its current service users is minimal and equates to approximately 9 psychiatrist hours support each year for the Poppyfields residents. Anecdotal information suggests that the post provides additional support to the Council's LD service in the form of assessments, support to LD Panel, consultations etc. However, this is not quantified.

External Partners:

The CCG (and lead MH commissioner from 1 April 2022), Future Directions (current care provider of the Poppyfields service), PCFT.

	Reference:	ASC-BR1-554
Responsible Officer	Mark Warren	
Cabinet Member:	Cllr Zahid Chauhan	
Support Officer	Clare Bamforth	

Equality Impact Assessment Tool

Service Area:	Community Services and Adult Social Care Portfolio
Budget Reduction Title:	Learning Disability Consultant Psychiatrist

Stage 1: Initial Assessment

1a	Which service does this project, policy or proposal relate to? This EIA links to the budget proposal A12 which seeks to cease the Oldham Council funding contribution to Pennine Care Foundation Trust for learning disability psychiatric support to the service users of Poppyfields Supported Living service
1b	What is the project, policy or proposal? The Council contributes funding towards a dedicated Psychiatrist post to support individuals living in the Poppyfields Mental Health Supported Living complex. In addition, the psychiatrist post also supports wider needs within the Learning Disabilities Service. This agreement was novated from Health in 2011 and was implemented to specifically benefit people residing at Poppyfields to have a more direct access to a clinical psychiatrist. The 2021/22 funding contribution from the Local Authority is £73,465. A 2.8% uplift was applied this year after negotiation with Pennine Care finance colleagues who requested that the standard NHS contract uplift is applied to this contract, stating that Oldham was the only LA in GM not to honour this standard arrangement. This does pose further complications to the Local Authority contributing towards a health service. The Consultant Psychiatrist is full time working 50% 0.50FTE in Oldham (and 50% in Bury). The 0.50FTE in Oldham is funded as follows:- Oldham CCG 0.20FTE Oldham MBC 0.30FTE. These figures suggest that the overall cost of the Psychiatrist Post service is in the region of £144,000 if our funding element contributes to 0.3. As stated above, the LA contract contribution to this post for 2021/22 is £73,465 for 0.3 WTE Psychiatrist post and 1.53 WTE administrative support. Oldham CCG Finance are unable to confirm the value of their contribution for the 0.2 WTE as this is wrapped up in the main block contract funding for PCFT for the delivery of their mental health learning disability services in Oldham. It should be noted that the staff this proposal relates to are not employed by the LA.
1c	What are the main aims of the project, policy or proposal? To cease the LA Adult Social Care element of the funding for these posts.
1d	Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how? As this proposal is to cease the LA funding element, it is expected that the overall funding will continue via a commissioned health budget. Therefore, the service delivery should continue, and residents will have access to mainstream mental health services. This should not result in any detrimental impact on services users at Poppyfields or wider users of these services across Oldham.

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

1f	What do you think the overall NEGATIVE impact on groups and communities will be?	None / Minimal	Significant
		☒	☐

1g	Using the screening and information in questions 1e and 1f, should a full assessment be carried out on the project, policy or proposal?	Yes ☐
		No ☒
1h	How have you come to this decision?	
	It is expected that funding for these services will continue via a commissioned health budget and therefore there will be no detrimental impact on residents and service users, meaning there is not a requirement to complete a full EIA.	

Stage 5: Signature

Role	Name	Date
Leade Officer	Mark Warren	17.01.22
Approver Signatures		

EIA Review Date:	

Further guidance and information on Equality Impact Assessments is available here – http://intranet.oldham.gov.uk/downloads/download/35/equality_impact_assessments

Responsible Officer :	Mark Warren
Cabinet Member :	Cllr Z Chauhan
Support Officer :	Jo Charlan

BR1 - Section A

Service Area :	Adult Social Care Support
Budget Reduction Title :	Supported Living Voids Budget

Budget Reduction Proposal - Detail and Objectives :

This budget proposal sets out the reduction of the supported living housing voids budget. The voids budget is an ASC managed budget allocated towards paying for housing vacancies in Supported Living. The current voids budget is £115,000 and last year's expenditure was £95,000. This budget proposal is that 40% of the total budget be offered in 2022/23, equating to £45,000.

There are a number of reasons for there being voids in the system. They include unsuitable housing stock and tenant deaths or other reasons for moving on. Some voids remain in place due to a number of factors including:

- age differences
- physical disabilities therefore causing access related issues to properties
- communication and behavioural complexities

Supported living residents are tenants in their own rights and each have their own tenancy agreements with their landlord/housing provider. Client choice must also be taken into account and there are individuals on the accommodation list who wish to stay in their current housing provision nor can the Council mandate that a person must move, purely for the convenience of the authority.

See 'Additional Information'

2021/22 Service Budget and Establishment	£000
Employees	0
Other Operational Expenses	115
Income	(0)
Total	115

Current Forecast (under) / overspend	(20)

Number of posts (Full time equivalent)	0.00

	2022/23	2023/24	2024/25
Proposed Budget Reduction (£000)	(45)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2022/23 or is it ongoing?	Ongoing

Section B

What impact does the proposal have on the following? :

Property
The proposal will have impact on payment for vacant rooms in or whole properties that house people in supported living.
Service Delivery
See 'Additional Information'
Future expected outcomes
The future outcomes are that no payments will be required when a property, or part of, becomes vacant. Therefore savings will be made on the voids budget.
Organisation
The organisation will save funding on voids for empty properties within supported living settings.
Workforce
None.
Communities and Service Users
There may be potential impact on individuals living in supported living houses if nomination rights are relinquished and homes are used for general let. However, moves to mitigate this will be made to ensure homes remain solely for those with learning disabilities and autism.
Oldham Cares
Oldham Cares as health commissioners will need to be involved in the consultation of this proposal.
Other Partner Organisations
There will be an impact on housing providers (RSL) who let the properties in a reduced income.

Who are the key stakeholders?

Staff	No
Elected Members	Yes
Residents	Yes
Local business community	Yes
Schools	No
Trade Unions	No
External Partners (if yes please specify below)	Yes
Registered Social Landlords/Housing Associations	
Other Council Departments (if yes please specify below)	Yes
Strategic Housing.	
Other (if yes please specify below)	No
N/a	

Benefits to the organisation/staff/customers including performance improvements

The benefit to the organisation is that the voids budget will be reduced by 40% producing a revenue budget reduction.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Risk of loss of nominations means RSL could house general let tenants in supported living properties.	Work in advance with RSLs to negotiate an agreement where this does not happen.
RSLs do not support the change.	Seek advice from other authorities who have undertaken this process. Early discussion and consultation with RSLs. Action plan with end date for void payments.
N/a	N/a

Key Development and Delivery Milestones:

Milestone	Timeline
Decision to de-commission the service via the savings and efficiencies process.	Between December 2021 and March 2022.
Advice to RSLs re the changes.	Early 2022.
Implementation of reduction.	April 2022.
Amended services.	By April 2023.

Section D

Consultation Required?	Yes	
	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	20-Jan-2022	21-Feb-2022

Equality Impact Screening

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

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

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

Section E

Finance Comments
This budget proposal is for a £45,000 reduction in the supported living housing voids budget, the current voids budget is £115,000 and last year's expenditure was £95,000. The service is confident that a review of the Supported Living contract will realise the required saving, any potential impact on users will need to be managed, the Finance Service therefore supports the proposal.

Signed RO	20-Dec-2021
Signed Finance	23-Dec-2021

Cabinet Member Signature		
Name and Date	Cllr Z Chauhan	17-Jan-2022

Additional Information (if required)

Detail and Objectives (continued):

Void and nomination agreements outlined in the Memorandum Agreements with the main Housing Providers for supported living give the council guaranteed access and rights to 'nominate' tenants to occupy designated properties. In return for nomination rights the council accepts liability for void costs, guaranteeing payment of an annual proportion of rent to registered housing providers.

Reducing the voids budget will require full review of the agreements in place with housing providers in 2021.

Impact on Service Delivery:

The proposal may affect service delivery in the availability of supported accommodation with the registered providers [housing] in that as the voids hold the nomination of the rooms/accommodation available, by no longer paying the voids Registered Housing providers may allocate the available accommodation to other people requiring housing.

	Reference:	ASC-BR1-555
Responsible Officer	Mark Warren	
Cabinet Member:	Cllr Zahid Chauhan	
Support Officer	Joe Charlan	

Equality Impact Assessment Tool

Service Area:	Community Services & Adult Social Care Portfolio
Budget Reduction Title:	Supported Living Voids Budget

Stage 1: Initial Assessment

1a	Which service does this project, policy or proposal relate to?				
	This budget proposal sets out the reduction of the supported living housing voids budget. The voids budget is an ASC managed budget allocated towards paying for housing vacancies in Supported Living.				
1b	What is the project, policy or proposal?				
	The current voids budget is £115,000 and last year's spend was £95,000. This budget proposal is that 50% of the total budget be offered in 2022/23, equating to £45,000.				
1c	What are the main aims of the project, policy or proposal?				
	The aim of this proposal is to reduce the amount spent on voids per year.				
1d	Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how?				
	Risks for this proposal include relinquishing nomination rights for voids. There is potential for this to impact on current tenants. For example, were a housing provider to place an individual without care needs in a house with supported living tenants. There are potential risks to relationships with housing providers and for this reason, consultation with providers will be undertaken. Furthermore, there will be risk assessments undertaken to consider financial and legal implications and examining any potential risks to clients A full equality impact assessment will be required for this proposal, and it will examine risks to existing tenants and potential impact to care providers if it is proposed that settings are to include general population tenants.				
1e	Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?				
		None	Positive	Negative	Not sure
	Disabled people	☐	☐	☐	☒
	Particular ethnic groups	☐	☐	☐	☒
	Men or women (includes impacts due to pregnancy / maternity)	☒	☐	☐	☐
	People of particular sexual orientation/s	☒	☐	☐	☐
	People in a Marriage or Civil Partnership	☒	☐	☐	☐
	People who are proposing to undergo, are undergoing, or have undergone a	☒	☐	☐	☐

	process or part of a process of gender reassignment				
	People on low incomes	☐	☐	☐	☒
	People in particular age groups	☒	☐	☐	☐
	Groups with particular faiths or beliefs	☒	☐	☐	☐
	Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?				
		☐	☐	☐	☐
		☐	☐	☐	☐

1f	What do you think the overall NEGATIVE impact on groups and communities will be?	None / Minimal	Significant
		☒	☐

1g	Using the screening and information in questions 1e and 1f, should a full assessment be carried out on the project, policy or proposal?	Yes ☒
		No ☐

1h	How have you come to this decision?
	Whilst disruption or negative impact is likely to be minimal, thorough analysis of any potentially negative implications should be carried out.
	At this stage it is unknown what they are. Further consultation is required with registered housing providers to come to an agreement to minimise impact on people in supported living.

Stage 5: Signature

Role	Name	Date
Lead Officer	Mark Warren	17.01.2022
Approver Signatures		

EIA Review Date:	

Further guidance and information on Equality Impact Assessments is available here – http://intranet.oldham.gov.uk/downloads/download/35/equality_impact_assessments

BR1 - Section A

Reference :	ASC-BR1-556
Responsible Officer :	Mark Warren
Cabinet Member :	Cllr Z Chauhan
Support Officer :	Lynda Megram

Service Area :	Adult Social Care Support
Budget Reduction Title :	Housing Related Support (Short Term Supported Housing)

Budget Reduction Proposal - Detail and Objectives :
This proposal sets out the potential reduction to the budget for Housing Related Support (short-term supported housing) if approval is given to award a new contract following a tender exercise. This would realise a saving of £225k. The tender has recently concluded, and a report requesting approval to award the new contract was agreed in December (KDD reference HSC-06-21). The anticipated start date is April 2022. The provision: the council funds short-term supported housing for a range of people with support needs. This provision is delivered via three services (lots) - Generic, Young Peoples and Women's. Each of the three services has a scheme with 24-hour staff cover, plus satellite buildings with varying levels of staff support. The services offer accommodation, alongside support from staff to enable people to increase their life chances - by addressing issues affecting their ability to access and to sustain more independent accommodation. The provision provides a period of stabilization - which may be required following a crisis, or as result of more intractable issues, such as mental ill health, substance misuse, and the impact of adverse childhood experiences or of domestic abuse. The provision is cross-cutting, facilitating interventions by a range of partners, including criminal justice and substance misuse services and underpins several council priorities: supporting care leavers to move on to independence, to support victims of domestic abuse, prevent homelessness, and improve the mental health and wellbeing of vulnerable residents. See 'Additional Information'

2021/22 Service Budget and Establishment	<i>Not applicable - commissioned service(s)</i>	£000
Employees		N/a
Other Operational Expenses		N/a
Income		N/a
Total		N/a

Current Forecast (under) / overspend	N/a

Number of posts (Full time equivalent)	0.00

	2022/23	2023/24	2024/25
Proposed Budget Reduction (£000)	(225)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2022/23 or is it ongoing?	Ongoing

Section B

What impact does the proposal have on the following? :

Property
None identified.
Service Delivery
None identified.
Future expected outcomes
None identified.
Organisation
None identified.
Workforce
None identified.
Communities and Service Users
None identified.
Oldham Cares
None identified.
Other Partner Organisations
None identified.

Who are the key stakeholders?

Staff	No
Elected Members	Yes
Residents	Yes
Local business community	No
Schools	No
Trade Unions	No
External Partners (if yes please specify below)	Yes
Housing providers, health services including substance misuse services, Probation service	
Other Council Departments (if yes please specify below)	Yes
Strategic Housing, ASC incl Mental Health, Children's Services, Domestic Abuse Services	
Other (if yes please specify below)	No
N/a	

Benefits to the organisation/staff/customers including performance improvements

Savings to the ASC Commissioned budget.
The new contract should provide improvements to service delivery.

Section C

Key Risks and Mitigations:

Risk	Mitigation
See 'Additional Information'	See 'Additional Information'
N/a	N/a
N/a	N/a

Key Development and Delivery Milestones:

Milestone	Timeline
Decision to implement the reduction.	Between December 2021 and March 2022.
Discussions with provider/s.	Early 2022.
Implementation of reduction.	April 2022.
N/a	N/a

Section D

Consultation Required?	No

	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

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

Section E

Finance Comments
This proposal is for a £225,000 reduction to the budget for Housing Related Support (short-term supported housing) if approval is given to award a new contract following a tender exercise. The tender has recently concluded and the anticipated start date is April 2022. The contract evaluation for the 3 services concluded the provision could be delivered for £225,000 less than the current contract arrangement. The saving proposal is therefore achievable from 2022/23. There is a financial risk that at the end of the contractual term services will likely be procured at a significantly higher price.

Signed RO	20-Dec-2021

Signed Finance	23-Dec-2021

Cabinet Member Signature	
Name and Date	Cllr Z Chauhan 17-Jan-2022

Additional Information (if required)

Detail and Objectives (continued):

Tender exercise: Cabinet approved a recommission of the provision based on the current funding envelope of £1.195m pa; the price element within the tender was subsequently set at 30% weighting. The contract was tendered on a term of 3 years, plus an option to extend the contract by up to two further years. Costs were submitted by bidders for each of the 5 years, with most bidders uplifting staff costs each year: the savings figure has been adjusted to account for this. The cost would therefore reduce from

£1,195,000 pa to £970,000 pa, a recurrent saving of £225,000.

NB: a full EIA was undertaken as part of the tender process and is an appendix to the report requesting a new contract award. If approved, service delivery would continue and there are no adverse effects anticipated from the decision.

Risk 1:

Most of the savings would be realised from Lot 1; this potentially raises some longer-term risks. The winning bidder is contributing towards the cost of the service provision from a combination of their own funds (e.g., charitable and corporate investment funds). Whilst this enables the council to release funds from this provision, this comes with potential risks in the event of service failure during the life of the contract, or a future retender on a like-for-like basis, as its unlikely any other provider could deliver this Lot for this price unless market forces alter.

Mitigation:

Robust contract monitoring to understand the likelihood of and manage potential risk of service failure.

	Reference:	ASC-BR1-556
Responsible Officer	Mark Warren	
Cabinet Member:	Cllr Zahid Chauhan	
Support Officer	Lynda Megram	

Equality Impact Assessment Tool

Service Area:	Community Services & Adult Social Care Portfolio
Budget Reduction Title:	Housing Related Support (short-term supported housing)

Stage 1: Initial Assessment

1a	Which service does this project, policy or proposal relate to?				
	The council funds short-term supported housing for a range of people with support needs. This provision is delivered via three services (lots) - Generic, Young Peoples and Women's. Each of the three services has a scheme with 24-hour staff cover, plus satellite buildings with varying levels of staff support. The services offer accommodation, alongside support from staff to enable people to increase their life chances - by addressing issues affecting their ability to access and to sustain more independent accommodation. The provision provides a period of stabilization - which may be required following a crisis, or as result of more intractable issues, such as mental ill health, substance misuse, and the impact of adverse childhood experiences or of domestic abuse.				
1b	What is the project, policy or proposal?				
	This proposal sets out the potential reduction to the budget for Housing Related Support (short-term supported housing) if approval is given to award a new contract following a recent tender exercise. This would realise a saving of £225k. The tender has concluded, and a report requesting approval to award the new contract has been agreed (KDD reference HSC-06-21). The anticipated start date of the new contract is April 2022.				
1c	What are the main aims of the project, policy or proposal?				
	To achieve a reduction to the budget for Housing Related Support (short-term supported housing) due to new contractual arrangements.				
1d	Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how?				
	No benefits or detrimental effects identified for the duration of the contract.				
1e	Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?				
		None	Positive	Negative	Not sure
	Disabled people	☒	☐	☐	☐
	Particular ethnic groups	☒	☐	☐	☐
	Men or women (includes impacts due to pregnancy / maternity)	☒	☐	☐	☐
	People of particular sexual orientation/s	☒	☐	☐	☐
	People in a Marriage or Civil Partnership	☒	☐	☐	☐
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	☒	☐	☐	☐

	People on low incomes	☒	☐	☐	☐
	People in particular age groups	☒	☐	☐	☐
	Groups with particular faiths or beliefs	☒	☐	☐	☐
	Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?				
		☐	☐	☐	☐
		☐	☐	☐	☐

1f	What do you think the overall NEGATIVE impact on groups and communities will be?	None / Minimal	Significant
		☒	☐

1g	Using the screening and information in questions 1e and 1f, should a full assessment be carried out on the project, policy or proposal?	Yes ☐
		No ☒

1h	How have you come to this decision?	
	A full EIA was undertaken as part of the tender process and appended to the report requesting a new contract award. If the new contract is awarded, service delivery would continue and there are no adverse effects anticipated from the decision for the duration of the contract.	

Stage 5: Signature

Role	Name	Date
Leade Officer	Mark Warren	17.01.2022
Approver Signatures		

EIA Review Date:	

Further guidance and information on Equality Impact Assessments is available here – http://intranet.oldham.gov.uk/downloads/download/35/equality_impact_assessments

BR1 - Section A

Reference :	REF-BR1-521
Responsible Officer :	Katrina Stephens
Cabinet Member :	Cllr Z Chauhan
Support Officer :	Katrina Stephens

Service Area :	Public Health (Client and Delivery)
Budget Reduction Title :	Smoking in Pregnancy Midwife

Budget Reduction Proposal - Detail and Objectives :

This proposal would remove funding for the specialist smoking in pregnancy midwife, totalling £50k.

The Greater Manchester (GM) Infant Mortality review identified smoking as the most prominent risk factor associated with infant mortality. A universal approach to smoking cessation in pregnancy will help to deliver smokefree pregnancies and smoke free childhoods. Oldham moved to a Maternity-led Smoking in Pregnancy offer in 2020 as part of the GM Smokefree Pregnancy Programme, which has been recognised nationally as best practice. There is also evidence to show that a Maternity-led model for pregnant women is more effective and appropriate than pregnant women being seen as part of the community stop smoking service, as a targeted and specialist tobacco addiction approach is required when working with pregnant women to not only remove any tobacco-related harm for the mother, but also the unborn baby.

As part of the Supporting a Smokefree Pregnancy Programme, Greater Manchester Health and Social Care Partnership (GM HSCP) funded part of the Smoking in Pregnancy model (2 x Maternity Support Workers in Oldham) as GM was an early implementor site for NHS Long Term Plan Tobacco Addiction work around smokefree pregnancy. However, to ensure equity of provision and the best support available for our local residents, it was agreed that Public Health would also fund a Specialist Midwife post for Oldham in the same way as other Northern Care Alliance (NCA) areas, as this was proven to be the most effective model.

See 'Additional Information'

2021/22 Service Budget and Establishment

	£000
Employees	0
Other Operational Expenses	1,485
Income	(463)
Total	1,022

Current Forecast (under) / overspend

	0

Number of posts (Full time equivalent)

	0.00

	2022/23	2023/24	2024/25
Proposed Budget Reduction (£000)	(50)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2022/23 or is it ongoing?

	Ongoing

Section B

What impact does the proposal have on the following? :

Property
None.
Service Delivery
It is anticipated that funding of this post/service would be picked up through the ICS, therefore service delivery would not be impacted.
Future expected outcomes
It is anticipated that funding of this post/service would be picked up through the ICS, therefore the potential adverse impact on smoking in pregnancy rates should be minimised.
Organisation
None.
Workforce
None.
Communities and Service Users
It is anticipated that funding of this post/service would be picked up through the ICS, therefore resident experience of the service should not change.
Oldham Cares
The funding of this service would need to be picked up through the ICS arrangements, however there is funding available for this within the NHS Long Term Plan.
Other Partner Organisations
None.

Who are the key stakeholders?

Staff	No
Elected Members	No
Residents	Yes
Local business community	No
Schools	No
Trade Unions	No
External Partners (if yes please specify below)	Yes
GM Health and Social Care Partnership, Royal Oldham Hospital	
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
Budget reduction achieved, and commissioning arrangements for stop smoking services streamlined.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Funding of this service is not absorbed within the ICS arrangements and service delivery is impacted.	We would need to negotiate with Maternity Services and HIWM Service to review and consider the local offer for pregnant women and their partners to look at what can be delivered for budget available whilst minimising any risks or increasing health inequalities.
N/a	N/a
N/a	N/a

Key Development and Delivery Milestones:

Milestone	Timeline
Confirm future funding arrangements for GM Smokefree Pregnancy Programme with ICS.	By February 2022.
N/a	N/a
N/a	N/a
N/a	N/a

Section D

Consultation Required?	No

	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

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

Section E

Finance Comments
The removal of funding for specialist smoking pregnancy will realise an ongoing saving of £50k from 2022-23.

Signed RO	12-Jan-2022

Signed Finance	16-Dec-2021

Cabinet Member Signature	
Name and Date	Cllr Z Chauhan 17-Jan-2022

Additional Information (if required)

Detail and Objectives (continued):

Following the launch of the NHS Long Term Plan, which outlines the requirement for local NHS foundation trust to deliver a smoke-free pregnancy pathway including focused sessions and treatments for expectant mothers, and their partners, ICS' have received Tobacco Addiction monies to fund this model and, as such, there will no longer be a requirement for Public Health to fund this locally.

We would work with the Oldham Clinical Commissioning Group (CCG) and GM to ensure this was funded via the Midwifery/Saving Babies' Lives Bundle work, GM Making Smoking History and via the NHS Long Term Plan Tobacco Addiction monies allocated at ICS level. As such the development of the new Integrated Care System (ICS) arrangements should support the achievement of this saving whilst minimising the impact on residents as the service offer should remain the same.

BR1 - Section A

Reference :	REF-BR1-522
Responsible Officer :	Katrina Stephens
Cabinet Member :	Cllr Z Chauhan
Support Officer :	Katrina Stephens

Service Area :	Public Health (Client and Delivery)
Budget Reduction Title :	Medicines Management

Budget Reduction Proposal - Detail and Objectives :
We currently buy in additional medicines management support in order to meet our statutory requirements to undertake and publish a Pharmacy Needs Assessment, and provide support for the commissioning of clinical services which including prescribing (e.g. sexual health). The development of the new integrated Care System (ICS) arrangements provides opportunities to reduce duplication in the commissioning of such support across the Council and Oldham Clinical Commissioning Group (CCG) and should support the achievement of this saving whilst minimising the risk of this statutory requirement not being met. The reduced budget will still cover the provision of the statutory Pharmacy Needs Assessment and the support for the prescribing elements of our clinical public health services. We should be able to achieve the reduction in budget whilst retaining all the statutory elements of medicines management.

2021/22 Service Budget and Establishment	£000
Employees	0
Other Operational Expenses	102
Income	(0)
Total	102

Current Forecast (under) / overspend	0

Number of posts (Full time equivalent)	0.00

	2022/23	2023/24	2024/25
Proposed Budget Reduction (£000)	(10)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2022/23 or is it ongoing?	Ongoing

Section B

What impact does the proposal have on the following? :

Property
None as no property involved.
Service Delivery
It is anticipated that the work undertaken under this contract will still be continued, and that this can be achieved through joint working and commissioning arrangements as part of the ICS, therefore it is not anticipated that this proposal will impact directly on service delivery.
Future expected outcomes
We still expect the same outcomes via the delivery of the statutory services.
Organisation
None.
Workforce
No impact on the Oldham Council workforce.
Communities and Service Users
None.
Oldham Cares
The Council and CCG will need to work together to ensure the services covered under this contract can still be delivered.
Other Partner Organisations
None.

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
Oldham Clinical Commissioning Group (CCG)	
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

Budget reduction achieved. More efficient commissioning across Council and CCG.

Section C

Key Risks and Mitigations:

Risk	Mitigation
ICS arrangements do not provide the anticipated opportunity to collaborate to deliver the services covered under this contract.	We could look to collaborate with other partners, or neighbouring boroughs with similar requirements. However, this may reduce the level of saving achievable.
N/a	N/a
N/a	N/a

Key Development and Delivery Milestones:

Milestone	Timeline
Discussion with NHS partners.	January – February 2022.
Implementation of the new commissioning process.	April 2022.
N/a	N/a
N/a	N/a

Section D

Consultation Required?	Yes	
	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	13-Jan-2022	14-Feb-2022

Equality Impact Screening

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

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

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

Section E

Finance Comments
Following the development of the ICS arrangements in relation to medicine management a budget reduction of £10.250k has been identified from the Public Health budget. The saving will be realised from 2022-23 onwards.

Signed RO	08-Dec-2021
Signed Finance	16-Dec-2021

Cabinet Member Signature		
Name and Date	Cllr Z Chauhan	17-Jan-2022

BR1 - Section A

Reference :	REF-BR1-523
Responsible Officer :	Katrina Stephens
Cabinet Member :	Cllr Z Chauhan
Support Officer :	Katrina Stephens

Service Area :	Public Health (Client and Delivery)
Budget Reduction Title :	NHS Health Checks EMIS Contract

Budget Reduction Proposal - Detail and Objectives :
The Council pay EMIS £32k a year to be able to write searches and run reports on EMIS to support commissioning of the NHS Health Check programme. Oldham Clinical Commissioning Group (CCG) also pay a similar fee each year for their EMIS access as part of their role supporting/managing primary care. It is proposed that the Council's Business Intelligence Team will be able to use the CCGs EMIS platform to run the Health Check searches/reports, therefore the £32k the Council pays each year would no longer be needed. Consultation is taking place with the CCG's IT board so that it can approve this approach. The development of the new Integrated Care System (ICS) arrangements should support the achievement of this saving whilst minimising the impact on service delivery. This proposal will mean that we will still be able to access the same searches and reports on EMIS to support the Health Check programme.

2021/22 Service Budget and Establishment	£000
Employees	0
Other Operational Expenses	1,485
Income	(463)
Total	1,022

Current Forecast (under) / overspend	0

Number of posts (Full time equivalent)	0.00

	2022/23	2023/24	2024/25
Proposed Budget Reduction (£000)	(32)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2022/23 or is it ongoing?	Ongoing

Section B

What impact does the proposal have on the following? :

Property
None.
Service Delivery
The EMIS contract supports delivery of the NHS Health Check service. It is anticipated that the arrangements that will be put in place with the CCG should mean there is no adverse impact on service delivery.
Future expected outcomes
The service should be the same but with the reduced budget by working collaboratively.
Organisation
Need to work collaboratively with our ICS colleagues.
Workforce
None.
Communities and Service Users
None.
Oldham Cares
Achieving the budget reduction will require joint working with the CCG to ensure the Council's access to EMIS continues.
Other Partner Organisations
None.

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
Oldham Clinical Commissioning Group (CCG)	
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
Budget reduction and effective collaboration with the CCG achieved.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Plans to put in place new arrangements with Oldham CCG to ensure access to EMIS cannot be delivered.	The Council could look to collaborate with other partners, with similar access. However, alternatives are likely to be difficult to achieve and could be more costly.
N/a	N/a
N/a	N/a

Key Development and Delivery Milestones:

Milestone	Timeline
Finalisation of agreement with Oldham CCG about EMIS access.	Before March 2022.
N/a	N/a
N/a	N/a
N/a	N/a

Section D

Consultation Required?	Yes	
	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	13-Jan-2022	14-Feb-2022

Equality Impact Screening

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

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

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

Section E

Finance Comments
The cessation in payment for the EMIS will realise an ongoing saving of £32k from 2022-23 onwards.

Signed RO	08-Dec-2021
Signed Finance	16-Dec-2021

Cabinet Member Signature		
Name and Date	Cllr Z Chauhan	17-Jan-2022

BR1 - Section A

Reference :	REF-BR1-524
Responsible Officer :	Katrina Stephens
Cabinet Member :	Cllr Z Chauhan
Support Officer :	Katrina Stephens

Service Area :	Public Health (Client and Delivery)
Budget Reduction Title :	Sexual Health - Various

Budget Reduction Proposal - Detail and Objectives :

The recent re-commissioning of the all age integrated sexual health service and the young people's sexual health service provide opportunities to achieve savings across a number of other elements of sexual health service spending. These are:

Out of Area activity £100k
Chlamydia screening £36.4k
Contingency budget for Out of Area and Activity Based recharges and health promotion/outreach activity £108.58k

Out of Area activity:

We have to pay for any sexual health provision outside of the borough used by Oldham residents. We previously paid for all out of area recharges at the non-mandated tariff rate and, although some modelling was undertaken, the actual amount of activity for any given year could not be accurately predicted. However, we have negotiated an agreement for sexual health cross-charging within GM with colleagues so that from 1 April 2021 we will pay at a reduced rate (almost half that which we previously paid) and that costs will be agreed for the following financial year each October using analytics of actual activity, meaning we are able to better manage resources and set our budget accordingly. Therefore, it should be possible to achieve a 50% reduction in out of area charges without creating additional financial risks that the budget will be overspent and without any impact on service provision for our residents.

See 'Additional Information'

2021/22 Service Budget and Establishment

	£000
Employees	0
Other Operational Expenses	2,571
Income	(188)
Total	2,383

Current Forecast (under) / overspend

	(225)

Number of posts (Full time equivalent)

	0.00

	2022/23	2023/24	2024/25
Proposed Budget Reduction (£000)	(245)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2022/23 or is it ongoing?

	Ongoing

Section B

What impact does the proposal have on the following? :

Property
None.
Service Delivery
See 'Additional Information'
Future expected outcomes
See 'Additional Information'
Organisation
None.
Workforce
None.
Communities and Service Users
See 'Additional Information'
Oldham Cares
None.
Other Partner Organisations
Service Providers and Other Local Authorities.

Who are the key stakeholders?

Staff	No
Elected Members	No
Residents	Yes
Local business community	No
Schools	No
Trade Unions	No
External Partners (if yes please specify below)	Yes
See 'Additional Information'	
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

Budget reduction achieved. Recent service recommissioning which enables these savings should create a more joined up and effective service offer for residents.

Section C

Key Risks and Mitigations:

Risk	Mitigation
The revised service offers do not meet demand.	Service redesign has been based on data, insight and intelligence. However, activity will be monitored as part of ongoing contract and performance monitoring and any potential business continuity issues will be discussed between the Commissioner and Provider before any reprioritisation of service provision is agreed.
N/a	N/a
N/a	N/a

Key Development and Delivery Milestones:

Milestone	Timeline
All activity to release the savings as of 1 April 22 (negotiations with GM re recharges and service redesign for ISHS to be delivered from 1 April 22) has already been completed.	Full implementation from April 2022
N/a	N/a
N/a	N/a
N/a	N/a

Section D

Consultation Required?	Yes	
	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	13-Jan-2022	14-Feb-2022

Equality Impact Screening

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

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

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

Section E

Finance Comments
The budget reduction proposal is to reduce the Sexual Health Services budget. The service has recently been re-commissioned and therefore the saving identified of £244.980k can be fully realised from the financial year 2022/23 onwards.

Signed RO	08-Dec-2021
Signed Finance	15-Dec-2021

Cabinet Member Signature		
Name and Date	Cllr Z Chauhan	17-Jan-2022

Additional Information (if required)

Detail and Objectives (continued):

Chlamydia screening:

We previously commissioned RU Clear to provide Chlamydia Screening for 15-24 year olds via an online offer and testing initiation sites (including GP Practices, Community Pharmacies and Colleges/HE establishments) as part of a GM wide commission. We paid for test kits, processing and notifications on an activity basis and activity varied across the year in line with local and national sexual health campaigns, the academic calendar and holiday periods. At the start of the first COVID-19 pandemic, RU Clear ceased delivering the service as staff were redeployed to support the COVID response. We, therefore, negotiated with our local sexual health service providers to deliver the targeted young people's Chlamydia Screening offer and this has now been incorporated into the service specification for the Young People's Sexual Health and Substance Misuse Service (YP SH&MS), as part of their core offer, at a lower rate than we were previously paying RU Clear. Therefore, we are able to offer up the remaining budget as an efficiency with any potential impact being mitigated, albeit access may be reduced for residents as the current service have finite capacity to deliver the service, but the performance targets have been set using previous RU Clear activity data.

Contingency budget for Out of Area and Activity Based recharges and health promotion/outreach activity:

As we were previously paying for GM Recharges and RU Clear Chlamydia Screening provision on a pay-per-activity tariff basis, we retained some budget in case there were unexpected surges in demand/activity that we were liable to pay that exceeded set budgets. We also retained some monies for any health promotion activity required around local, regional and national campaigns to support good sexual health such as National HIV Testing Service or targeted outreach provision for vulnerable or priority groups, such as people experiencing homelessness or sex workers.

As mentioned above, we have negotiated fixed, reduced rates for out of area recharges at a GM level (the majority of our non-Oldham activity is within GM with minimal outside of the GM area) and the Chlamydia Screening Programme work is now part of the core YP SH&SM Service, and all associated costs are within the budget for that service.

We have recently awarded the contract for the new Integrated Sexual Health Service, which includes a new requirement for enhanced clinical and non-clinical outreach and a focus on support for vulnerable and high-risk groups, plus an enhanced digital offer which will include health promotion activity, and therefore, we anticipate we will be able to make these savings without any adverse impact on outcomes.

Impact on Service Delivery:

It is not anticipated that there will be any negative impact on service delivery as any changes have been made at a commissioner to commissioner level around GM recharges and the service offers around YP Sexual Health and Substance Misuse and Integrated Sexual Health Service (ISHS) have been enhanced whilst creating efficiencies for the Council through service design.

Impact on Future Expected Outcomes:

It is anticipated that now that the Chlamydia Screening offer for young people is delivered as part of the local YP SH & SM Service rather than a separate GM organisation, that the outcomes in relation to Chlamydia Screening, identification and treatment will improve, which will have a positive impact on the sexual health and wellbeing of our young people.

It is also expected that the new ISHS service offer, specifically around assertive outreach and targeted sexual health promotion activity, will have a significant positive impact on sexual health outcomes for our most vulnerable residents by ensuring that there is a bespoke offer available to meet their individual needs through community based and resident focused provision.

Additional Information (if required)**Impact on Communities and Service Users:**

The impact for our communities and service users will be positive due to the service redesign that takes in to account feedback from our residents as part of the Sexual Health Needs Assessment. Any efficiencies have been created by negotiation of financial arrangements or service redesign to make provision more effective rather than reducing or stopping any services.

External Partners:

Young People's Sexual Health & Substance Misuse Service, Integrated Sexual Health Service, Other LA SH Commissioners

	Reference:	REF-BR1-524
Responsible Officer	Katrina Stephens	
Cabinet Member:	Cllr Z Chauhan	
Support Officer	Rebecca Fletcher and Andrea Entwistle	

Equality Impact Assessment Tool

Service Area:	Public Health
Budget Reduction Title:	Sexual Health - various

Stage 1: Initial Assessment

1a	Which service does this project, policy or proposal relate to?
	Public Health
1b	What is the project, policy or proposal?
	The recent commissioning of the all age Integrated Sexual Health Service and the young people's Sexual Health and Substance Misuse Service provide opportunities to achieve savings across a number of other elements of sexual health service spending. These are: • Out of Area activity • Chlamydia screening • Contingency budget for Out of Area and Activity Based recharges and health promotion/outreach activity
1c	What are the main aims of the project, policy or proposal?
	Out of Area activity: We have to pay for any sexual health provision outside of the borough used by Oldham residents. We have recently negotiated an agreement for sexual health cross-charging within GM so that from 1 April 2022 we will pay a reduced rate (almost half that which we previously paid) which will yield efficiencies. Chlamydia Screening: The provider we previously commissioned to deliver chlamydia screening ceased service delivery at the start of the COVID-19 pandemic as staff were redeployed to support the GM COVID response. We, therefore, negotiated with our local sexual health service providers to deliver the targeted young people's Chlamydia Screening offer and this has now been incorporated in to the service specification for the Young People's Sexual Health and Substance Misuse Service, as part of their core offer, at a lower rate than we were previously paying and are, therefore, able to offer up the remaining budget as an efficiency. Contingency budget for Out of Area and Activity Based recharges and health promotion/outreach activity: As we were previously paying for GM Recharges and RU Clear Chlamydia Screening provision on a pay-per-activity tariff basis, we retained some budget in case there were unexpected surges in demand/activity that we were liable to pay that exceeded set budgets. We also retained some monies for any health promotion activity required around local, regional and national campaigns to support good sexual health such as National HIV Testing Service or targeted outreach provision for vulnerable or priority groups, such as people experiencing homelessness or sex workers. As mentioned above, we have negotiated fixed, reduced rates for out of area recharges at a GM level (the majority of our non-Oldham activity is within GM with minimal outside of the GM area) and the Chlamydia Screening Programme work is now part of the core YP SH&SM Service, and all associated costs are within the budget for that service.

	We have recently awarded the contract for the new Integrated Sexual Health Service, which includes a new requirement for targeted interventions and enhanced clinical and non-clinical outreach with a focus on support for vulnerable and high-risk groups. This will include targeted provision for the following: • Young people • LGBTQ+ residents • Sex Workers • Those with special educational needs and disabilities • Homeless people • Residents participating in casual sexual encounters • Men who have sex with men • Asylum seekers • Specific ethnic minorities that are evidenced to be at higher risk of STIs and/or poorer sexual health outcomes • Older people who are sexually active, including those who are still working and who may also be ending previous long-term relationships and entering into new ones • Black and other ethnic minority populations • Additionally, there will be an enhanced digital offer which will include health promotion activity, and, therefore, we anticipate we will be able to make these savings without any adverse impact on outcome or disproportionate negative effect on any residents.																																																					
1d	Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how? It is possible that access to Chlamydia Screening may be reduced for residents insofar as choice of where a resident can access this service will change as we have reduced the number of testing initiation sites due to non-activity via primary care. The current service that is commissioned to deliver the Chlamydia Screening Programme also has finite capacity to deliver this element of the service as part of their core contract. However, performance targets (and associated budget) for the Chlamydia Screening Programme as part of the Young People's Service have been set using data, insight and performance management information and activity and capacity will be monitored as part of ongoing contract monitoring arrangements so that, if necessary, any changes can be made to ensure that there is capacity within the service to meet demand.																																																					
1e	Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups? <table border="1"> <thead> <tr> <th></th><th>None</th><th>Positive</th><th>Negative</th><th>Not sure</th></tr> </thead> <tbody> <tr> <td>Disabled people</td><td>☒</td><td>☐</td><td>☐</td><td>☐</td></tr> <tr> <td>Particular ethnic groups</td><td>☐</td><td>☒</td><td>☐</td><td>☐</td></tr> <tr> <td>Men or women (includes impacts due to pregnancy / maternity)</td><td>☐</td><td>☒</td><td>☐</td><td>☐</td></tr> <tr> <td>People of particular sexual orientation/s</td><td>☐</td><td>☒</td><td>☐</td><td>☐</td></tr> <tr> <td>People in a Marriage or Civil Partnership</td><td>☒</td><td>☐</td><td>☐</td><td>☐</td></tr> <tr> <td>People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment</td><td>☐</td><td>☒</td><td>☐</td><td>☐</td></tr> <tr> <td>People on low incomes</td><td>☒</td><td>☐</td><td>☐</td><td>☐</td></tr> <tr> <td>People in particular age groups</td><td>☐</td><td>☒</td><td>☐</td><td>☐</td></tr> <tr> <td>Groups with particular faiths or beliefs</td><td>☒</td><td>☐</td><td>☐</td><td>☐</td></tr> </tbody> </table>					None	Positive	Negative	Not sure	Disabled people	☒	☐	☐	☐	Particular ethnic groups	☐	☒	☐	☐	Men or women (includes impacts due to pregnancy / maternity)	☐	☒	☐	☐	People of particular sexual orientation/s	☐	☒	☐	☐	People in a Marriage or Civil Partnership	☒	☐	☐	☐	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	☐	☒	☐	☐	People on low incomes	☒	☐	☐	☐	People in particular age groups	☐	☒	☐	☐	Groups with particular faiths or beliefs	☒	☐	☐	☐
	None	Positive	Negative	Not sure																																																		
Disabled people	☒	☐	☐	☐																																																		
Particular ethnic groups	☐	☒	☐	☐																																																		
Men or women (includes impacts due to pregnancy / maternity)	☐	☒	☐	☐																																																		
People of particular sexual orientation/s	☐	☒	☐	☐																																																		
People in a Marriage or Civil Partnership	☒	☐	☐	☐																																																		
People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	☐	☒	☐	☐																																																		
People on low incomes	☒	☐	☐	☐																																																		
People in particular age groups	☐	☒	☐	☐																																																		
Groups with particular faiths or beliefs	☒	☐	☐	☐																																																		

	Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?			
	People experiencing homelessness	☐	☒	☐
	Asylum seekers	☐	☒	☐

1f	What do you think the overall NEGATIVE impact on groups and communities will be?	None / Minimal	Significant
		☒	☐

1g	Using the screening and information in questions 1e and 1f, should a full assessment be carried out on the project, policy or proposal?	Yes ☐
		No ☒

1h	How have you come to this decision?
	We do not believe it is necessary to complete a full assessment as there is minimal anticipated negative impact on groups and communities due to the proposed changes. The majority of the savings are able to be realised due to renegotiation of contracts and tariffs and there will be only minimal changes to service provision as a result of the proposals, whereby mitigations will be in place to minimise any possible impact to residents. In fact, as part of the enhanced offer available via the locally commissioned sexual health services which aims to improve outcomes and reduce health inequalities to address the needs of marginalised, vulnerable and at-risk groups there will be dedicated support and targeted interventions for those who may be at higher risk of poor sexual health outcomes or sexual health related harm which will have a positive impact on a number of groups and communities. A full Equality Analysis was completed as part of the tendering process for the Integrated Sexual Health Service and the Young People's Sexual Health and Substance Misuse Service (copies available upon request) and consultation with residents, service users and stakeholders (including professionals) was completed as part of the Sexual Health Needs Assessment (SHNA can be found at: https://www.oldham-council.co.uk/jsna/wp-content/uploads/2020/02/ORB-SHNA-2019-Feb-Update.pdf)

Stage 5: Signature

Role	Name	Date
Lead Officer	Katrina Stephens	14.01.2022
Approver Signatures		

EIA Review Date:	

Further guidance and information on Equality Impact Assessments is available here – http://intranet.oldham.gov.uk/downloads/download/35/equality_impact_assessments

BR1 - Section A

Reference :	REF-BR1-525
Responsible Officer :	Katrina Stephens
Cabinet Member :	Cllr Z Chauhan
Support Officer :	Katrina Stephens

Service Area :	Public Health (Client and Delivery)
Budget Reduction Title :	Public Health Staffing

Budget Reduction Proposal - Detail and Objectives :
This proposal is to undertake a restructure of the Public Health team to achieve a saving of £112k in 2022/23. The team was last restructured in 2015. A number of changes have taken place since that time, and are currently taking place, which provide an opportunity to consider the needs of the Council from its specialist public health function, these include: - The impact and legacy of the pandemic - Development of Integrated Care Systems - National changes to public health organisations/infrastructure - National reductions in public health funding A new structure could provide the opportunity to create an apprentice role and support career progression through the service.

2021/22 Service Budget and Establishment	£000
Employees	815
Other Operational Expenses	909
Income	(55)
Total	1,669

Current Forecast (under) / overspend	(129)

Number of posts (Full time equivalent)	13.00

	2022/23	2023/24	2024/25
Proposed Budget Reduction (£000)	(112)	0	0
Proposed Staffing Reductions (FTE)	3.00	0.00	0.00

Is your proposal a "one-off" in 2022/23 or is it ongoing?	Ongoing

Section B

What impact does the proposal have on the following? :

Property
None.
Service Delivery
The immediate period following restructure would likely have an impact on the amount of work that the team is able to undertake until the new structure becomes established.
Future expected outcomes
N/a
Organisation
A restructure could support delivery of the workforce strategy creating more opportunities for career progression and an apprentice role within the service.
Workforce
See 'Additional Information'
Communities and Service Users
None.
Oldham Cares
None.
Other 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

Opportunity to create a more efficient structure which includes apprentice and career development opportunities and contribute to the Councils budget challenge.

Section C

Key Risks and Mitigations:

Risk	Mitigation
New structure does not include sufficient capacity to support the delivery of mandated public health functions.	The restructure will prioritise delivery of mandated functions, and where possible will aim to maintain staffing numbers, focusing on where changes to grading could produce efficiencies and provide opportunities for development.
Mandated requirements of local authority public health teams may change.	The expected future role of local authority public health teams in health protection is still unclear. It is anticipated that there will be further national clarification of expectations before end March which should enable time for this to be considered. Oldham, and other GM boroughs, are involved in influencing/shaping these requirements.
Uncertainty associated with restructure process means staff seek employment elsewhere.	Full consultation with staff and trade unions will be needed to try to mitigate this risk.

Key Development and Delivery Milestones:

Milestone	Timeline
Finalisation of the restructure proposals	April 2022.
Consultation with the Public Health team.	April - May 2022.
Implementation of the revised structure.	July 2022.
N/a	N/a

Section D

Consultation Required?	Yes	
	Start	Conclusion
Staff	01-Apr-2022	31-May-2022
Trade Union	01-Apr-2022	31-May-2022
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

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

Section E

Finance Comments
The budget reduction proposal is to restructure the Public Health team in 2022-23 with an estimated saving of £112k which includes the creation of an apprenticeship post.

Signed RO	12-Jan-2022
Signed Finance	13-Jan-2022

Cabinet Member Signature		
Name and Date	Cllr Z Chauhan	17-Jan-2022

Additional Information (if required)**Impact on the Workforce:**

Restructure may not significantly reduce the number of permanently filled posts in the structure but is likely to include a broader of range of grades which may mean that new posts do not match the grade structure of existing posts and some staff could therefore be at risk of redundancy. The restructure should, however, provide an opportunity to create an apprentice role and opportunities for career development/progression in future.

BR1 - Section A

Reference :	REF-BR1-526
Responsible Officer :	Katrina Stephens
Cabinet Member :	Cllr Z Chauhan
Support Officer :	Katrina Stephens

Service Area :	Public Health (Client and Delivery)
Budget Reduction Title :	Get Oldham Growing

Budget Reduction Proposal - Detail and Objectives :
Get Oldham Growing is one of the main delivery programmes of the Oldham Food Strategy contributing to a resilient and sustainable food system. This proposal would remove the budget for delivering the Get Oldham Growing programme. Savings have been made from the programme budget in previous years, with the total budget now £62K per annum. This budget is utilised by Environmental Services to deliver the programme. The removal of the programme will impact on the delivery of the Oldham Food Strategy including support to six community growing hubs, 106 volunteering opportunities, social prescribing pathway, access to affordable, fresh fruit and vegetables for the food bank and mutual aid groups. This includes planned work for the establishment of a Borough wide fruit and veg co-operative distribution scheme, piloting horticultural therapy programme for mental wellbeing, work with veterans and other matched funding opportunities e.g., Lottery, Sustainable Food Places and Sustain for potential community wealth building.

2021/22 Service Budget and Establishment	£000
Employees	0
Other Operational Expenses	1,485
Income	(463)
Total	1,022

Current Forecast (under) / overspend	0

Number of posts (Full time equivalent)	0.00

	2022/23	2023/24	2024/25
Proposed Budget Reduction (£000)	(62)	0	0
Proposed Staffing Reductions (FTE)	1.00	0.00	0.00

Is your proposal a "one-off" in 2022/23 or is it ongoing?	Ongoing

Section B

What impact does the proposal have on the following? :

Property
See 'Additional Information'
Service Delivery
See 'Additional Information'
Future expected outcomes
See 'Additional Information'
Organisation
Ceasing this programme at this stage would also remove activity which closely links to our ambitions and vision for Northern Roots, creating a disconnect in local policy.
Workforce
This funding supports a post within the Parks service which would therefore be at risk.
Communities and Service Users
See 'Additional Information'
Oldham Cares
See 'Additional Information'
Other Partner Organisations
N/a

Who are the key stakeholders?

Staff	Yes
Elected Members	No
Residents	Yes
Local business community	No
Schools	No
Trade Unions	No
External Partners (if yes please specify below)	Yes
Action Together, University of Manchester and Oldham Food Solution Network	
Other Council Departments (if yes please specify below)	Yes
Environmental Services	
Other (if yes please specify below)	Yes
Northern Roots, Northern Lily	

Benefits to the organisation/staff/customers including performance improvements
Budget reduction of £62k achieved.

Section C

Key Risks and Mitigations:

Risk	Mitigation
If total funding is removed this will lead to 1FTE staff being made redundant. This includes the loss of expertise, knowledge and skills in health improvement, growing and mental wellbeing. This includes the co-ordination of volunteers and support to six growing hubs.	Volunteers could be co-ordinated through the existing environmental services working closely with Action Together and other anchor organisations such as NHS, Social Care and Housing.
The programme will be unable to accept any social prescribing referrals.	To continue this offer NHS and Social Care providers would need to contribute to Get Oldham Growing to support social prescribing and therapeutic horticulture therapy.
The service will be unable to provide seasonal fresh fruit and vegetables to the food bank and other emergency food aid providers.	This will be difficult for the Council to mitigate. Food bank and emergency food providers would need to find alternative sources of seasonal produce.

Key Development and Delivery Milestones:

Milestone	Timeline
Equality Impact Assessment carried out.	December 2021 – January 2022.
Engagement with staff affected and involvement of HR.	January – February 2022.
Work with VCS and partners on any mitigations.	From January 2022.
N/a	N/a

Section D

Consultation Required?	Yes

	Start	Conclusion
Staff	13-Jan-2022	14-Feb-2022
Trade Union	13-Jan-2022	14-Feb-2022
Public	20-Jan-2022	21-Feb-2022
Service User	not applicable	not applicable
Other	13-Jan-2022	14-Feb-2022

Equality Impact Screening

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

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

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

Section E

Finance Comments
The budget reduction proposal is to cease funding for the Get Oldham Growing project from the Public Health budget to Environmental Services. The saving is achievable from 2022-23 onwards.

Signed RO	12-Jan-2022

Signed Finance	16-Dec-2021

Cabinet Member Signature	
Name and Date	Cllr Z Chauhan 17-Jan-2022

Additional Information (if required)

Impact on Property:

Get Oldham Growing (GOG) is centrally based at Alexandra Park with environmental services. The funding supports the 6 eco hubs which were transferred to community organisations, if these fail then individual sites may transfer back to the Council if no other community organisation can be found to look after these sites. The proposed reduction will also have implications for the development of new sites in future. It will be necessary to consider the viability of the eco-hubs in the context of this reduction. Potentially this could have costs and legal implications which at present are not fully known.

Impact on Service Delivery:

The full removal of funding will impact on the six-community eco hubs which help build capacity in growing and cooking skills, as support and expertise would cease. This in turn would affect the future existence of the hubs and growing activity across Oldham. This includes growing activity across the council owned parks. This growing activity has a positive impact on community cohesion, health and mental wellbeing, food security including supply of fresh fruit and veg to food banks and mutual aid groups. Furthermore, it will prevent us being able to provide match funding for other funding opportunities and future planned work including a fruit and veg co-operative, therapeutic horticulture for individuals suffering from mental ill health and work with the veterans community.

Impact on Future Expected Outcomes:

Get Oldham Growing is one of three main delivery programmes to deliver the Oldham Food Strategy. The vision is to change lives through enabling communities to thrive, raise aspirations, establish infrastructures, and find innovative ways of building food security. GOG contributes to tackling inequalities, diet related ill health, mental wellbeing, and increasing access to nature and physical activity.

Impact on Communities and Service Users:

GOG works with communities to promote healthy eating, reduce food poverty, increase physical activity and encourage greater use of public space using growing as a medium to attract people to the sites linking with green modes of transport, play areas and subtle changes to land management to support healthy behaviours and choices.

Impact on Oldham Cares:

GOG already works with 10 GP practices on social prescribing and is a foundation for developing future horticulture and food poverty initiatives. Several health and social care services are closing growing sites or have high levels of demand for similar services. Consequently, GOG is seeing an increase in referrals of individuals with mental health and social isolation issues.

Additional Risk:

Capacity within environmental services to support eco hubs and potential for these to transfer back into Council. The legal and financial cost have not been assessed and could outweigh any potential savings, in short term.

Mitigation:

This will be difficult to mitigate against and will rely on capacity of Council/Unity Partnership and Environmental services seeking alternative community organisations and groups to take over the running and sustainability of the eco-hubs.

	Reference:	REF-BR1-526
Responsible Officer	Katrina Stephens	
Cabinet Member:	Cllr Z Chauhan	
Support Officer	Mike Bridges	

Equality Impact Assessment Tool

Service Area:	Public Health
Budget Reduction Title:	Get Oldham Growing (GOG)

Stage 1: Initial Assessment

1a	Which service does this project, policy or proposal relate to? Get Oldham Growing (GOG) is one of the main delivery programmes of the Oldham Food Strategy contributing to a resilient and sustainable food system. GOG is a public health funded programme launched in 2014. The programme engages communities and individuals through growing activities, learning, skills, and training opportunities. This includes contributing to reducing health and other social inequalities that have been emphasised during the Covid-19 pandemic. During the pandemic there has been a recognition of the importance of access to outside green space. Since the commencement of the programme, it has encouraged growing activity across the council owned parks and public spaces. This growing activity has a positive impact on community cohesion, health and mental wellbeing, food security including supply of fresh fruit and vegetables for food banks and mutual aid groups. At present the programme supports six community growing hubs which help build capacity to develop gardening and horticulture skills, raising awareness of healthy eating, cooking knowledge and contributing to wellbeing improvements. The programme relies heavily on volunteers who are facilitated by the Get Oldham Growing Co-ordinator. The Co-ordinator is managed through the Green Space / Parks Team at Environmental Services.
1b	What is the project, policy or proposal? The proposal is to remove the Get Oldham Growing Budget (£62,000) to contribute to Council savings.
1c	What are the main aims of the project, policy or proposal? The main aim of the proposal is to contribute to Council savings.
1d	Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how? Get Oldham Growing is one of three main delivery programmes to deliver the Oldham Food Strategy. The vision is to change lives through enabling communities to thrive, raise aspirations, establish infrastructures, and find innovative ways of building food security. GOG contributes to tackling inequalities, diet related ill health, mental wellbeing, and increasing access to nature and physical activity. The proposal could have a detrimental effect on users of the service including families, children and young people, older people, socially isolated people, people from certain ethnic groups and people on low incomes.

	The removal of funding will impact on the delivery of the Oldham Food Strategy including support to six community growing hubs, 106 volunteering opportunities, social prescribing pathway, access to affordable, fresh fruit and vegetables for the food bank and mutual aid groups. This includes planned work for the establishment of a Borough wide fruit and vegetable co-operative distribution scheme, piloting horticultural therapy programme for mental wellbeing, work with veterans and other matched funding opportunities e.g., Lottery, Sustainable Food Places and Sustain for potential community wealth building. Food Poverty is an important component of poverty and removing this activity may therefore disproportionately impact people on low incomes. The Get Oldham Growing model relies on a mixture of community organisations and groups to manage the growing hubs and deliver activities to benefit the communities they serve. Some of the sites are Council owned. Many rely on volunteers whose availability has reduced during the Covid pandemic as they are supporting other covid response activity. Without the support of the Council and specifically GOG these organisations may face a greater challenge to re-establish themselves as fully functioning hubs which could then have costs and legal implications for the Council. At the moment these costs are unknown and a separate piece of work would have to be undertaken by Environmental Services.				
1e	Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?				
		None	Positive	Negative	Not sure
	Disabled people	☐	☐	☒	☐
	Particular ethnic groups	☐	☐	☒	☐
	Men or women (includes impacts due to pregnancy / maternity)	☒	☐	☐	☐
	People of particular sexual orientation/s	☒	☐	☐	☐
	People in a Marriage or Civil Partnership	☒	☐	☐	☐
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	☒	☐	☐	☐
	People on low incomes	☐	☐	☒	☐
	People in particular age groups	☐	☐	☒	☐
	Groups with particular faiths or beliefs	☒	☐	☐	☐
	Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?				
	Veterans	☐	☐	☒	☐
		☐	☐	☐	☐

1f	What do you think the overall NEGATIVE impact on groups and communities will be?	None / Minimal	Significant
		☐	☒

1g	Using the screening and information in questions 1e and 1f, should a full assessment be carried out on the project, policy or proposal?	Yes ☒
		No ☐
1h	How have you come to this decision?	
	The proposal could have a detrimental effect on users of the service including people with mental illness, socially isolated people, veterans, people from certain ethnic groups and people with limited access to outside or green space.	

Stage 2: What do you know?

What do you know already?	
The proposal is to remove the funding from Get Oldham Growing. 1. The Get Oldham Co-ordinator and Kick Start Trainee will be at risk of redeployment or redundancy. 2. The delivery of the Oldham Food Strategy will be significantly affected alongside the support provided to six community growing hubs. The community growing hubs provide a vital link between community and green economy. They also provide progression opportunities for volunteers into employment with community providers. The community growing hubs are located within public parks and greenspace contributing to greater diversity of activities offered within parks and open spaces. Without support from GOG the current and developing range of opportunity will diminish. 3. 168 residents accessed GOG for volunteering from 1st April to December 2021. There will be a loss of volunteering opportunities and access to adult education and practical skills. 4. GOG provides access to seasonally grown fresh fruit and vegetables, not only to all participating volunteers, but to the food bank and mutual aid groups, through volunteers engaged at Growing Hubs. Removing the budget will reduce this supply of fresh produce to both GOG and Food Bank service users. Between the 12th July and 20th December 384 vegetable boxes and 125 no cook vegetable bags were provided. 5. The removal of the funding will mean future development plans including a proposed borough wide fruit and vegetable co-operative, development of Grassroots site (Failsworth), therapeutic horticulture for individuals suffering from mental ill health and work with the veteran's community, will not be continued. 6. GOG is seeing an increase in referrals of individuals with mental health and social isolation issues from both social prescribing and other services. 7. GOG contributes to tackling inequalities, diet related ill health, mental wellbeing, and increasing access to nature and physical activity.	
What don't you know?	
1. The impact on volunteers in relation to their health and wellbeing. 2. The viability of the community growing hubs without GOG support including sharing, knowledge, skills, networking opportunities, bulk purchase scheme for seeds and resources. 3. Impact on the food bank in accessing fresh fruit and vegetables through veg boxes and no vegetable cook bags. 4. Impact on widening health and other inequalities amongst low-income families, individuals with mental illness and those who experience social isolation.	
Further Data Collection	
1. Data and information from the six community growing hubs and the impact the pandemic has had on volunteers and future viability.	

2. Data on those using the community growing hubs and reach into those communities, asking for this information may place a burden on small voluntary / community groups who are supporting the response to the pandemic.

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

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

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

3a	Who have you consulted with?
	Consultation has not yet been undertaken with residents, users or voluntary and community groups that have benefited from GOG, however the budget reduction proposal will be subject to public consultation. The ability to collect information and data has also been impacted by Covid restrictions, as gathering of groups was not allowed. Service users on low incomes maybe less likely to participate in online survey because of digital exclusion this includes older people with no access to smart phone / technology.

3b	How did you consult? (include meeting dates, activity undertaken & groups consulted)	
	N/A	
3c	What do you know?	
	N/A	
3d	What don't you know?	
	N/A	
3e	What might the potential impact on individuals or groups be?	
	Generic (impact across all groups)	
	Disabled people	There has been an increase in the numbers of individuals attending GOG with mental illness or other mental wellbeing issues including social isolation during the Covid pandemic. Without being able to access GOG individuals may continue to experience mental ill health.
	Particular ethnic groups	GOG was established to be inclusive and provide new opportunities to engage in growing activity among those affected by health inequalities and who may have had limited access to growing opportunities in the past, including members of ethnic minority groups and whose living arrangements do not provide outdoor space for growing. Removing the opportunity for people to attend growing hubs will reduce their access to green space and their ability to grow fresh fruit and vegetables.
	Men or women (<i>include impacts due to pregnancy / maternity</i>)	
	People of particular sexual orientation/s	
	People in a Marriage or Civic Partnership	
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	
	People on low incomes	Will impact on individuals and families who are facing food insecurity / food poverty as a source of fresh food in the borough, which currently supplies the food bank, will be lost.
	People in particular age groups	GOG and the community growing hubs often support both families with younger children who may not have access to green space and older people who have skills to share and enjoy the social aspects of the hubs. Both groups will be affected by reductions in access to the hubs' activities.
	Groups with particular faiths and beliefs	

	Other excluded individuals (e.g. <i>vulnerable residents, individuals at risk of loneliness, carers or service and ex-serving members of the armed forces</i>)	GOG are currently scoping opportunities for the Veteran community 'mental and physical health' initial work has identified veterans access growing projects outside of the Borough. The intention is to develop a scheme with British Legion and veteran groups. This scheme will not happen if funding stops.

Stage 4: Reducing / Mitigating the Impact

4a	What can be done to reduce or mitigate the impact of the areas you have identified?	
	Impact 1	Proposal
	If total funding is removed this will lead to the WTE being made redundant. This includes the loss of expertise, knowledge and skills in health improvement, growing and mental wellbeing. This includes the co-ordination of volunteers and support to six growing hubs.	Volunteers could be co-ordinated through the existing environmental services working closely with Action Together and other anchor organisations such as NHS, Social Care and Housing. This proposal would need to be included in discussions with the service as part of other saving proposals put forward by the service. It is not known if Action Together has the capacity / expertise to do this.
	Impact 2	Proposal
	The programme will be unable to except any referrals from social prescribing or clients from other services. This will increase demand across the social care system, in instances where signposting and referrals are made to an alternative activity	NHS and Social Care providers may be able to contribute to Get Oldham Growing to support social prescribing and therapeutic horticulture therapy.
4b	Impact 3	Proposal
	The service will be unable to provide seasonal fresh fruit and vegetables to the food bank and other emergency food aid providers.	This will be difficult for the Council to mitigate. Food bank and emergency food providers would need to find alternative sources of seasonal produce.

4b	Have you done, or will you do anything differently, as a result of the EIA?
	Currently seeking other funding opportunities to continue to offer support to hubs. Also exploring social enterprise as a model for GOG delivery.
4c	How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?

This will be monitored through the Food Partnership Board and Health and Wellbeing Board (as part of the health inequalities plan).

Conclusion

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

The saving proposal will have a detrimental effect on both the delivery of the Oldham Food Strategy and associated policies tackling poverty and Covid recovery. Removal of funding will impact on users of the service including families, children and young people, older people, socially isolated people, people from certain ethnic groups and people on low incomes.

The programme has supplied the food bank and with over 384 seasonal fruit and vegetable boxes and 125 no cook vegetable bags between July and December 2021 using service users. Other planned future initiatives will be impacted upon including the establishment of borough wide fruit and vegetable co-operative distribution scheme, piloting horticultural therapy programme for mental wellbeing, work with veterans and other matched funding opportunities. Without the support of the co-ordinator and Council the six community growing hubs may face a greater challenge to re-establish themselves as fully functioning as a result to their volunteer response to covid activities. This could have costs and legal implications for the Council.

Further work will be required between the environmental services and public health teams, in collaboration with the Food Partnership Board, to look at reducing / mitigating the impact of the saving proposal.

Stage 5: Signature

Role	Name	Date
Lead Officer	Mike Bridges	13.01.2022
Approver Signatures		

EIA Review Date:	

Further guidance and information on Equality Impact Assessments is available here – http://intranet.oldham.gov.uk/downloads/download/35/equality_impact_assessments

Budget Reduction Proposals Cabinet Member for Education & Skills

Cllr S Mushtaq

Budget reductions

BR1 - Section A

Reference :	REF-BR1-527
Responsible Officer :	Katrina Stephens
Cabinet Member :	Cllr S Mushtaq
Support Officer :	Katrina Stephens

Service Area :	Heritage Libraries and Arts
Budget Reduction Title :	Oldham Music Service - Fees & Charges

Budget Reduction Proposal - Detail and Objectives :
As a traded service, to be able to achieve savings, the music service must generate additional income. Fees are usually increased for the service each year broadly based on the rate of inflation. To achieve additional income, it is proposed that a higher rate of increase is applied to Lyceum Centre activities, with increases to schools being applied in the usual way in line with inflation. The increases proposed are as follows: Increase fees for Lyceum Music Centre Activities between 2.6-3.8% This will generate an additional £2k in income This is based on 2020/21 activities. If Covid restriction are imposed this could affect the participant levels and income. Alternatively, participant levels and income may grow, if reduced risk of further covid outbreaks. Increase fees for schools between 2.4-2.9% in line with inflation increases each year. This increase is below the predicted inflation rise. This is consistent with the small incremental increase, to mitigate inflation rise, which is implemented each year. This would generate approximately £25k

2021/22 Service Budget and Establishment	£000
Employees	1,842
Other Operational Expenses	569
Income	(2,224)
Total	187

Current Forecast (under) / overspend	45

Number of posts (Full time equivalent)	37.13

	2022/23	2023/24	2024/25
Proposed Budget Reduction (£000)	(27)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2022/23 or is it ongoing?	Ongoing

Section B

What impact does the proposal have on the following? :

Property
None.
Service Delivery
Service delivery will continue in both schools and at the Lyceum.
Future expected outcomes
Continue to deliver high quality music service to schools and residents.
Organisation
N/a
Workforce
N/a
Communities and Service Users
Small increase in fees, below inflation rate.
Oldham Cares
N/a
Other Partner Organisations
N/a

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
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

Additional income generated to support budget savings. High quality service delivery continued.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Fewer customers at the Lyceum due to increased costs.	Quality of offer is high consistent with the charges Improve marketing and communications to attract new users.
Less schools buy back in as a result of increased fees and charges.	Ensure high quality offer is delivered. Consistent rise each year which is below inflation rate.
N/a	N/a

Key Development and Delivery Milestones:

Milestone	Timeline
Communication to schools and users of increased fees and charges.	Feb-Mar 2022.
Implement new fees and charges.	April 2022.
N/a	N/a
N/a	N/a

Section D

Consultation Required?	No

	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

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

Section E

Finance Comments
The budget reduction proposal is to increase fees at the Lyceum and to schools for tuition. The price increase is estimated to generate an additional £27k for the Music Service from 2022/23. As the Music Service is a traded service the additional income will reduce the Council's financial subsidy for this service.

Signed RO	10-Dec-2021

Signed Finance	15-Dec-2021

Cabinet Member Signature	
Name and Date	Cllr S Mushtaq 17-Jan-2022

	Reference:	REF-BR1-527
Responsible Officer	Katrina Stephens	
Cabinet Member:	Cllr Shaid Mushtaq	
Support Officer	Subnum Hariff Khan	

Equality Impact Assessment Tool

Service Area:	Oldham Music Service
Budget Reduction Title:	Oldham Music Service - Fees and Charges

Stage 1: Initial Assessment

1a	Which service does this project, policy or proposal relate to?				
	Oldham Council Music Service (OMS) is committed to supporting and fulfilling the musical aspirations of all young people living in the borough (in and out of school). We also engage people of all ages in a variety of exciting musical activities at the Lyceum Building in Oldham Town Centre.				
1b	What is the project, policy or proposal?				
	To increase fees for schools by 2.9% in line with inflation increases each year and lyceum activities by up to 3.8%				
1c	What are the main aims of the project, policy or proposal?				
	Additional income generated to support budget savings.				
1d	Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how?				
	Reduction in schools buy back would have a detrimental impact on both Music service income levels and the lack of provision in schools for children to have access to high quality music education, impacting on children's emotional and personal development. Increase in fees for activities at the Lyceum could affect those on low income.				
1e	Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?				
		None	Positive	Negative	Not sure
	Disabled people	☒	☐	☐	☐
	Particular ethnic groups	☒	☐	☐	☐
	Men or women (includes impacts due to pregnancy / maternity)	☒	☐	☐	☐
	People of particular sexual orientation/s	☒	☐	☐	☐
	People in a Marriage or Civil Partnership	☒	☐	☐	☐
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	☒	☐	☐	☐
	People on low incomes	☐	☐	☒	☐

	People in particular age groups	☐	☐	☒	☐
	Groups with particular faiths or beliefs	☒	☐	☐	☐
	Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?				
		☐	☐	☐	☐
		☐	☐	☐	☐

1f	What do you think the overall NEGATIVE impact on groups and communities will be?	None / Minimal	Significant
		☒	☐

1g	Using the screening and information in questions 1e and 1f, should a full assessment be carried out on the project, policy or proposal?	Yes ☐
		No ☒

1h	How have you come to this decision?
	The Music Service delivers a high-quality service, which is highly regarded, working with approximately 10,000 children and 200 adults each year. The service increases its fees incrementally each year to schools, just below inflation rate and therefore the proposal this year is in line with previous years and should not hugely affect schools buy-back. Clear, transparent and timely communication with schools ensures that they are aware of the services' fees and charges policy. We know from feedback that the high-quality music service we deliver is valued and this has been reflected in the levels of schools that buy back each year. Fees and charges for out of school's activities at the Lyceum for children and adults is a small incremental rise, which again should not impact on any particular group significantly. We are also currently reviewing the need to offer discounted prices for children from families with limited/low income in line with the rest of GM music services, to ensure we are being more inclusive and attracting a diverse audience. We will continue to monitor take up of the various music service activities with schools and communities, evaluating the quality and value for money our services deliver.

Stage 5: Signature

Role	Name	Date
Lead Officer	Katrina Stephens	14.01.2022
Approver Signatures		

EIA Review Date:	

Further guidance and information on Equality Impact Assessments is available here – http://intranet.oldham.gov.uk/downloads/download/35/equality_impact_assessments

Responsible Officer :	Katrina Stephens
Cabinet Member :	Cllr S Mushtaq
Support Officer :	Katrina Stephens

BR1 - Section A

Service Area :	Heritage Libraries and Arts
Budget Reduction Title :	Oldham Theatre Workshop - Fees & Charges

Budget Reduction Proposal - Detail and Objectives :

Oldham Theatre Workshop (OTW) delivers high quality participatory performance opportunities for young people and adults in and around Oldham. Activities focus on improving confidence, developing social skills and allowing participants to explore issues that affect their lives in a safe and open environment. To achieve additional income, it is proposed that a 5% rise to fees and charges is applied for workshops and shows with additional opportunities sought to generate income through commissioned projects.

The proposals are as follows:

Increase fees for workshops and shows by 5%

This would potentially generate an additional income of circa £2.1k.

This is based on 2019/20 participation rates. Income could be affected by any new covid restrictions, such as social distancing that would impact negatively on the number of participants we can accommodate for each workshop.

Generate additional income through increased commissioned work

The remaining £8.9k could be raised through additional commissioned projects. Oldham Theatre Workshop have been successful in securing funding for commissioned projects including Greater Manchester Health and Social Care and funding from the Paul Hamlyn Foundation. There is an opportunity to grow & expand in this field, building on the recent success and reputation that OTW has for the high-quality work they deliver.

2021/22 Service Budget and Establishment

	£000
Employees	139
Other Operational Expenses	142
Income	(71)
Total	210

Current Forecast (under) / overspend

	0

Number of posts (Full time equivalent)

	4.08

	2022/23	2023/24	2024/25
Proposed Budget Reduction (£000)	(11)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2022/23 or is it ongoing?

	Ongoing

Section B

What impact does the proposal have on the following? :

Property
None.
Service Delivery
Delivering more commissioned projects alongside regular activity.
Future expected outcomes
Increase number of commissioned projects, increasing reach and number of young people benefitting.
Organisation
Diversifying income streams and improved reputation across sectors.
Workforce
Staff will need to secure and deliver more commissioned work.
Communities and Service Users
Increase in fees is minimal and concession prices are available for low income families.
Oldham Cares
No.
Other Partner Organisations
No.

Who are the key stakeholders?

Staff	Yes
Elected Members	No
Residents	Yes
Local business community	No
Schools	Yes
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

Improved reputation by attracting and delivering more commissioned work.
Diversified income streams.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Increase costs affecting the number of young people participating.	Increase is small and the services haven't introduced any high charges over the last 5 years. Concession rates available for those that are from low income families.
Staff pressure to deliver more work within current staffing capacity.	Build in costs within commissions to build capacity. Review work priorities. Business case to expand team to be developed should we be successful in securing several commissions.
N/a	N/a

Key Development and Delivery Milestones:

Milestone	Timeline
Scope opportunities for commissions for existing work that has been created/currently in train.	Feb-March 2022.
Increase fees and charges by 5%.	April 2022.
Marketing/engagement with key stakeholders/funders/commissioners.	April-June 2022.
Deliver commissions.	July 2022 – Mar 2023.

Section D

Consultation Required?	No

	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

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

Section E

Finance Comments
The budget reduction proposal is to increase fees for workshops and other commissioned works. It is estimated this will generate additional income of £11k from 2022-23 onwards.

Signed RO	10-Dec-2021

Signed Finance	15-Dec-2021

Cabinet Member Signature	
Name and Date	Cllr S Mushtaq 17-Jan-2022

Additional Information (if required)

Milestone 5:

Scope any new project commissions with previous funders and wider GM/North West/National.

Milestone 5 Timeline:

Oct 2022-Mar 2023.

	Reference:	REF-BR1-528
Responsible Officer	Katrina Stephens	
Cabinet Member:	Cllr Shaid Mushtaq	
Support Officer	Subnum Hariff Khan	

Equality Impact Assessment Tool

Service Area:	Oldham Theatre Workshop
Budget Reduction Title:	Oldham Theatre Workshop - Fees and Charges

Stage 1: Initial Assessment

1a	Which service does this project, policy or proposal relate to?				
	Oldham Theatre Workshop (OTW) delivers high quality participatory performance opportunities for young people and adults in and around Oldham. Activities focus on improving confidence, developing social skills and allowing participants to explore issues that affect their lives in a safe and open environment. Each term a series of participatory performance workshops are delivered culminating in a live show for audiences – these can be small scale delivered within the workshop space to larger venue performances at the Coliseum, Grange, community venue to outdoor spaces OTW also deliver commissioned work that explore issues affecting young people. Recent commission include performance exploring social media peer pressure, the affects of drinking alcohol during pregnancy and knife crime.				
1b	What is the project, policy or proposal?				
	To increase fees and charges by 5% for workshops and shows with additional opportunities sought to generate income through commissioned projects.				
1c	What are the main aims of the project, policy or proposal?				
	Increase number of commissioned projects, increasing reach and number of young people benefitting.				
1d	Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how?				
	Increase in fees may negatively impact those from low income families. The increase in 5% to fees is not significant and not likely to impact negatively as concession prices are available for families on low income and fees have not been increased for some time. An increase in commissions will enable the service to work with new partners, diversifying income streams and improved reputation across sectors and reach more users.				
1e	Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?				
		None	Positive	Negative	Not sure
	Disabled people	☒	☐	☐	☐
	Particular ethnic groups	☒	☐	☐	☐
	Men or women (includes impacts due to pregnancy / maternity)	☒	☐	☐	☐
	People of particular sexual orientation/s	☒	☐	☐	☐

People in a Marriage or Civil Partnership	☒	☐	☐	☐
People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	☒	☐	☐	☐
People on low incomes	☐	☐	☒	☐
People in particular age groups	☐	☐	☒	☐
Groups with particular faiths or beliefs	☒	☐	☐	☐
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?				
	☐	☐	☐	☐
	☐	☐	☐	☐

1f	What do you think the overall NEGATIVE impact on groups and communities will be?	None / Minimal	Significant
		☒	☐

1g	Using the screening and information in questions 1e and 1f, should a full assessment be carried out on the project, policy or proposal?	Yes ☐
		No ☒

1h	How have you come to this decision?	
	The proposal to increase fees for workshops is minimal (5%) and as a service we haven't implemented any fees increases for several years. We know from customer feedback that we deliver an excellent service offering high value for money. The 5% increase is unlikely to impact hugely on participation or detrimentally affect any particular group. We have a process to support people that are on low income or from low income families and offer concession prices to ensure we are inclusive and accessible for all. We have a successful track record in generating income from delivering commissioned work with positive feedback and repeat clients. We have the experience within the team and have the opportunity to build relationships with existing and new commissioners. We will manage any staff pressure to deliver more work within current staffing capacity by building in capacity costs within commissions, review work priorities and develop a business case to expand the team should we be successful in securing several commissions.	

Stage 5: Signature

Role	Name	Date
Leade Officer	Katrina Stephens	12.01.2022
Approver Signatures		

EIA Review Date:	

Further guidance and information on Equality Impact Assessments is available here – http://intranet.oldham.gov.uk/downloads/download/35/equality_impact_assessments

BR1 - Section A

Reference :	CHS-BR1-532
Responsible Officer :	Richard Lynch
Cabinet Member :	Cllr S Mushtaq
Support Officer :	David Shaw

Service Area :	Education Strategy including Attainment
Budget Reduction Title :	Income Generation - Educational Psychologists / QEST

Budget Reduction Proposal - Detail and Objectives :
Increase the income generation from Educational Psychologists and Quality and Effectiveness Support Team (QEST). Currently these services regularly exceed income targets. Therefore, we intend to increase the combined income target for these services by £150k and produce a General Fund budget reduction by the same amount.

2021/22 Service Budget and Establishment	£000
Employees	1,258
Other Operational Expenses	190
Income	(884)
Total	564

Current Forecast (under) / overspend	1

Number of posts (Full time equivalent)	22.55

	2022/23	2023/24	2024/25
Proposed Budget Reduction (£000)	(150)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2022/23 or is it ongoing?	Ongoing

Section B

What impact does the proposal have on the following? :

Property
N/a
Service Delivery
See 'Additional Information'
Future expected outcomes
As service delivery response.
Organisation
As service delivery response.
Workforce
As service delivery response.
Communities and Service Users
As service delivery response, plus the proposal requires schools to maintain their current level of traded service requests and time investment from the service to continue to stimulate the market with schools.
Oldham Cares
No impact on Oldham Cares.
Other Partner Organisations
N/a

Who are the key stakeholders?

Staff	Yes
Elected Members	Yes
Residents	No
Local business community	No
Schools	Yes
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
See 'Additional Information'

Section C

Key Risks and Mitigations:

Risk	Mitigation
Schools do not maintain their current level of traded work requests and income levels reduce.	A strong traded offer is being developed ready to share with schools in January 2022 to encourage strong traded work requests.
Significant increases to school traded work requests are received and the service is unable to meet the increased demand within the existing establishment and are unable to recruit additional staff.	Financial modelling is underway to ensure a suitable establishment can be permanently employed across the teams to manage increasing statutory work requests and the current level of traded work. This would enable increased work requests to be managed through fixed term/associate members of staff.
Significant increases in EHC needs assessment requests are received by the service following restrictions imposed to reduce transmission of Covid-19 (As seen in April-Sept 21) – this requires additional time from the service.	The service will maintain links/support with schools throughout this period. Exploration into developing a contingency fund to provide financial resources to recruit fixed term/associate staff to manage increased demand.

Key Development and Delivery Milestones:

Milestone	Timeline
Review the current establishment to explore opportunities to ensure existing vacancies can be filled and alternative roles developed where necessary.	Early January 2022.
Develop and deliver an engagement event for schools to outline the scope and benefits of the traded services available.	Mid January 2022.
Distribute traded service booking forms to schools by mid January, following the engagement event, and request returns by February half term.	Mid February 2022.
Develop options to ensure Oldham is attractive to trainee educational psychologists and advisory teachers, so that additional posts can be filled should additional demand and financial resources be present.	End of February 2022.

Section D

Consultation Required?	No

	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

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

Section E

Finance Comments
The proposal is to increase the income target for the Educational Psychologist and QEST teams by £150k, the proposal is considered deliverable in 2022/23. The two relevant costs centres; Educational Psychology Services and Quality Effectiveness Support Team are currently forecasting a £1k overspend.

Signed RO	17-Dec-2021

Signed Finance	20-Dec-2021

Cabinet Member Signature	
Name and Date	Cllr S Mushtaq 17-Jan-2022

Additional Information (if required)

Impact on Service Delivery:

There is no anticipated impact on service delivery as the proposal seeks to provide the same level of investment from traded income compared to Council General fund. However, it will be important that further future investment into the team establishment numbers from the High Needs Block is matched to the forecast growth of Education, Health and Care Plans in Oldham so that the functions delivered by the team are sustainable as the number of children and young people supported by the service continue to increase. Since the development of the initial proposal the service have experienced increases in demand for statutory assessment advice and individual case work requests from schools. It is likely that additional investment in the service will be required from April 2022 to meet the level of work commitments experienced.

Organisation/Performance Benefits:

The anticipated benefit is that the Council General Fund budget will have reduced pressure, therefore helping to create a sustainable financial future for residents. The proposal seeks to provide the same level of investment from a different funding source. However, it will be important that further future investment into the team establishment numbers from the High Needs Block is matched to the forecast growth of Education, Health and Care Plans in Oldham so that the functions delivered by the team are sustainable as the number of children and young people supported by the service continues to increase. Should this investment be matched to the forecast growth, this would benefit staff, children and young people and schools as the service would have sufficient time to deliver the service, despite increased service requests.

Risk 4:

Unable to recruit to vacancies (existing establishment or associates/fixed term) due to national shortage of educational psychologists and specialist teachers.

Risk 4 Mitigation:

Exploration into recruitment solutions, including work with partners and other services.

Milestone 5:

Ensure all established posts are filled so that the service can deliver the work required.

Milestone 5 Timeline:

End of March 2022.

Responsible Officer :	Richard Lynch
Cabinet Member :	Cllr S Mushtaq
Support Officer :	Jennie Davies

BR1 - Section A

Service Area :	Education Strategy including Attainment
Budget Reduction Title :	Virtual School Team Manager - Pupil Premium Plus

Budget Reduction Proposal - Detail and Objectives :

Proposal is to switch funding source for the Team Manager within the Virtual School from general fund to Pupil Premium Plus grant.

The Pupil Premium plus grant (PP+), is extra funding provided by Central Government for publicly funded schools in England. The grant is to raise the attainment of disadvantaged pupils of all abilities
The Pupil Premium Plus (PP+) for children in care is an element of that grant, targeted to raise attainment for those specific children. The Virtual School Head Teacher manages and allocates the grant to schools.

The amount of Pupil Premium Plus funding that local authorities receive for children in care is calculated by the number of children who were in the care of that authority at any point in the previous financial year. Each child in care from reception to year eleven generates £2,300 of Pupil Premium Plus and the Virtual School Head can top slice the budget before it passing on to schools. In 2021-22 the budget amount for the top sliced is £568k. It is proposed to use the funding to pay for the team Manager.

2021/22 Service Budget and Establishment

	£000
Employees	379
Other Operational Expenses	749
Income	(718)
Total	410

Current Forecast (under) / overspend

	(3)

Number of posts (Full time equivalent)

	9.00

	2022/23	2023/24	2024/25
Proposed Budget Reduction (£000)	(58)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2022/23 or is it ongoing?

	Ongoing

Section B

What impact does the proposal have on the following? :

Property
N/a
Service Delivery
No impact.
Future expected outcomes
The Virtual School will need to adjust the allocation of Pupil Premium Plus funding to incorporate staffing costs. This may impact on continued delivery of support / training / intervention programmes that are currently available.
Organisation
No impact.
Workforce
No impact.
Communities and Service Users
By utilising Pupil Premium Plus to support Virtual School staffing there will be a reduction in the amount of funding available for direct support, intervention and additional programmes / resources to promote the education of Children Looked After. The Virtual School Head will manage the budget accordingly.
Oldham Cares
No impact on Oldham Cares.
Other Partner Organisations
No impact to Partner organisations.

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)	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
See 'Additional Information'

Section C

Key Risks and Mitigations:

Risk	Mitigation
Removal of Pupil Premium Plus Grant for Children Looked After.	Currently the LA are notified each year regarding allocations of Pupil Premium Plus funding for Children Looked After. Alternative funding arrangements would need to be made as current post holder is on a full time, permanent contract.
Reduction in Pupil Premium Plus (relevant to reducing Children Looked After numbers).	The Virtual School Headteacher manages the Pupil Premium Plus budget and will adjust other expenditure to ensure funding ringfenced to cover committed staffing costs.
N/a	N/a

Key Development and Delivery Milestones:

Milestone	Timeline
Budget Planning- Costs to cover to manager post factored into Pupil Premium Plus budget from 2022 / 2023 budget (and thereafter).	April 2022.
N/a	N/a
N/a	N/a
N/a	N/a

Section D

Consultation Required?	No

	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

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

Section E

Finance Comments
The Proposal is to switch £58k of funding within the Virtual School from the general fund to Pupil Premium Plus grant. The forecast outturn at month 8 in 2021/22 is for a £3k underspend. Based on the latest information provided, the service will receive an estimated additional £100k of Pupil Premium income in 2021-22 compared to the budget that was set, thus creating a higher underspend.

Signed RO	17-Dec-2021

Signed Finance	20-Dec-2021

Cabinet Member Signature	
Name and Date	Cllr S Mushtaq 17-Jan-2022

Additional Information (if required)**Organisation / Performance Benefits:**

Pupil Premium Plus is a designated funding for Children Looked After that is managed by the Virtual School Headteacher on behalf of the local authority. This funding can be used to meet the needs of individuals, groups or the full cohort and can be retained or allocated to schools accordingly, this can include staffing of the Virtual School to support delivery of the statutory duties. The Virtual School Team Manager supports the operational and strategic leadership of the Virtual School and is key to the effective running and service delivery alongside the Virtual School Headteacher and officers.

BR1 - Section A

Reference :	CHS-BR1-535
Responsible Officer :	Richard Lynch
Cabinet Member :	Cllr S Mushtaq
Support Officer :	Andy Collinge

Service Area :	Education Strategy including Attainment
Budget Reduction Title :	Governor Services - Reduce Expenditure

Budget Reduction Proposal - Detail and Objectives :
Governor Services – reduce the professional fees budget by £15,000 following a review of spending attributed to this in 2019/20 and 2020/21. The budget is used to buy in professional training for Governing Bodies such as Governor Induction training. It is likely that a greater proportion of training could be delivered in house, reducing the need to pay for external training.

2021/22 Service Budget and Establishment	£000
Employees	235
Other Operational Expenses	57
Income	(220)
Total	72

Current Forecast (under) / overspend	(25)

Number of posts (Full time equivalent)	6.68

	2022/23	2023/24	2024/25
Proposed Budget Reduction (£000)	(15)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2022/23 or is it ongoing?	Ongoing

Section B

What impact does the proposal have on the following? :

Property
N/a
Service Delivery
N/a
Future expected outcomes
N/a
Organisation
N/a
Workforce
N/a
Communities and Service Users
N/a
Oldham Cares
No impact on Oldham Cares.
Other Partner Organisations
N/a

Who are the key stakeholders?

Staff	No
Elected Members	No
Residents	No
Local business community	No
Schools	Yes
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
Delivery of a budget reduction.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Reduced training by external providers.	Encourage internal council staff to offer more Governing Body (GB) training as part of their role. More online self-service training.
N/a	N/a
N/a	N/a

Key Development and Delivery Milestones:

Milestone	Timeline
Review impact of reduction.	1st April 2022.
N/a	N/a
N/a	N/a
N/a	N/a

Section D

Consultation Required?	No

	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

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

Section E

Finance Comments
The budget reduction proposal for Governor Services will be achieved by reducing expenditure on professional fees and it is anticipated that it can be delivered in full, from the 2022/23 financial year onwards. By way of validation, the 2021/22, month 8 monitoring report is forecasting a favourable variance of £25k in total and £15k specifically for professional fees.

Signed RO	17-Dec-2021

Signed Finance	20-Dec-2021

Cabinet Member Signature	
Name and Date	Cllr S Mushtaq 17-Jan-2022

Responsible Officer :	Richard Lynch
Cabinet Member :	Cllr S Mushtaq
Support Officer :	Tony Shepherd

BR1 - Section A

Service Area :	Education Strategy including Attainment
Budget Reduction Title :	Oldham Learning Reduce De-delegated Funding

Budget Reduction Proposal - Detail and Objectives :

A sum of £360K of resources for school improvement were de-delegated in 2021/22 to Oldham Learning. The proposal is to reduce this to £275K in 2022/23 and £230K in 2023/24 (recurrent).

See 'Additional Information'

2021/22 Service Budget and Establishment

	£000
Employees	69
Other Operational Expenses	381
Income	(450)
Total	0

Current Forecast (under) / overspend

	0

Number of posts (Full time equivalent)

	0.40

	2022/23	2023/24	2024/25
Proposed Budget Reduction (£000)	(85)	(45)	0
Proposed Staffing Reductions (FTE)	0.00	0.50	0.00

Is your proposal a "one-off" in 2022/23 or is it ongoing?

	Ongoing

Section B

What impact does the proposal have on the following? :

Property
N/a
Service Delivery
Delivery to be maintained but funding sources to switch over to the system. From 2022/23 NQT will be delivered by Teaching School and networks will be resourced by Oldham Learning. From 2023/24 Oldham Learning CEO salary will be funded by subscription from the education system, if required.
Future expected outcomes
None.
Organisation
None.
Workforce
From 2023/24 Oldham Learning CEO salary will be part of subscription model.
Communities and Service Users
None.
Oldham Cares
No impact on Oldham Cares.
Other Partner Organisations
From 2022/23 NQT will be delivered by Teaching School and networks will be resourced by Oldham Learning.

Who are the key stakeholders?

Staff	Yes
Elected Members	No
Residents	No
Local business community	No
Schools	Yes
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

The administration support for the NQT programme will be utilised elsewhere in Education & Early Years; through there remain some historical matters to address. Networks will no longer require commissioning. Historical DSG funding has been removed by DfE, so the balance has been funded by General Fund resources. This will not be required going forward.

Section C

Key Risks and Mitigations:

Risk	Mitigation
NQT programme delivered.	Negotiated agreement with Teaching School.
Networks delivered.	Oldham Learning to source funding through subscription.
CEO salary.	Oldham Learning to consider an alternate model or source funding through subscription.

Key Development and Delivery Milestones:

Milestone	Timeline
NQT negotiated agreement with Teaching School.	August 2021.
Networks are part of Oldham Learning subscription.	March 2022.
Oldham Learning agree an alternate model without CEO or source funding through subscription.	March 2022.
N/a	N/a

Section D

Consultation Required?	No

	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

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

Section E

Finance Comments
The proposal will be met by new ways of working by Oldham Learning in 2022-23 who will develop a subscription buy back for the networks commission of £85k in 2022-23 and further increased subscription charges of £45k for the Chief Executive of Oldham Learning in 2023-24.

Signed RO	17-Dec-2021

Signed Finance	20-Dec-2021

Cabinet Member Signature	
Name and Date	Cllr S Mushtaq 17-Jan-2022

Additional Information (if required)

Detail and Objectives:

Proposed Resources Devolved to Oldham Learning in 2021/22

2 FTE School Improvement Staff: £178K (funded by Dedicated Schools Grant)

1 FTE Business Support: £35K (funded by General Fund)

0.25 FTE CEO Salary: £35K(funded by General Fund)

NQT and networks commissions : £95K (funded by Historic DSG/ General Fund

New Heads network: £17K (De-delegated DSG):

Total £360K

Proposed Resources Devolved to Oldham Learning in 2022/23

2 FTE School Improvement Staff: £178K (funded by Dedicated Schools Grant)

1 FTE Business Support: £35K (funded by General Fund)

0.4 FTE CEO Salary: £45K (funded by General Fund)

New Heads network (De-delegated DSG): £17K

Total £275K

Proposed Resources Devolved to Oldham Learning in 2023/24

2 FTE School Improvement Staff: £178K (funded by Designated Schools Grant)

1 FTE Business Support: £35K (funded by General Fund)

New Heads network (De-delegated DSG): £17K

Total £230K

BR1 - Section A

Reference :	CHS-BR1-537
Responsible Officer :	Richard Lynch
Cabinet Member :	Cllr S Mushtaq
Support Officer :	Richard Lynch

Service Area :	Education Strategy including Attainment
Budget Reduction Title :	General (non-staffing) Expenditure

Budget Reduction Proposal - Detail and Objectives :
The proposal is to make £10k of savings from the whole of the Education and Early Years budget which will be met from savings for inflation and pay awards allocated for 2022-23 budgets and absorbed within non-staffing expenditure such as reviewing car user status etc.

2021/22 Service Budget and Establishment	£000
Employees	12,535
Other Operational Expenses	47,116
Income	(49,380)
Total	10,271

Current Forecast (under) / overspend	210

Number of posts (Full time equivalent)	158.86

	2022/23	2023/24	2024/25
Proposed Budget Reduction (£000)	(10)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2022/23 or is it ongoing?	Ongoing

Section B

What impact does the proposal have on the following? :

Property
N/a
Service Delivery
There will be no impact on service delivery.
Future expected outcomes
N/a
Organisation
N/a
Workforce
There is possible impact on existing staff e.g. with casual/essential car parking but there is the option for staff to take up flexible car parking passes at reduced cost. Other non-staffing budgets will be reduced to absorb pressure.
Communities and Service Users
N/a
Oldham Cares
No impact on Oldham Cares.
Other Partner Organisations
N/a

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)	Yes
Economy - Parking.	
Other (if yes please specify below)	No
N/a	

Benefits to the organisation/staff/customers including performance improvements

Improved value for money through review and reduction of non-staffing expenditure.

Section C

Key Risks and Mitigations:

Risk	Mitigation
None identified.	N/a
N/a	N/a
N/a	N/a

Key Development and Delivery Milestones:

Milestone	Timeline
Staff engagement.	February 2022.
Move to new passes.	April 2022.
Manage non staff budget to reduce costs.	Ongoing.
N/a	N/a

Section D

Consultation Required?	No

	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

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

Section E

Finance Comments
The budget reduction proposal for the Education service can be delivered in full from 2022-23 onwards and will be met from not allocating to services the total amount for pay awards and inflation allocated as part of the 2022-23 budget setting process.

Signed RO	17-Dec-2021

Signed Finance	20-Dec-2021

Cabinet Member Signature	
Name and Date	Cllr S Mushtaq 17-Jan-2022

Budget Reduction Proposals Cabinet Member for Employment & Enterprise

Cllr S Akhtar

Budget reductions

Reference :	PPL-BR1-504
Responsible Officer :	Emma Barton
Cabinet Member :	Cllr S Akhtar
Support Officer :	Jon Bloor

BR1 - Section A

Service Area :	Economy Skills and Neighbourhoods Management
Budget Reduction Title :	Visit Oldham, Training Budget and Oldham Enterprise Trust

Budget Reduction Proposal - Detail and Objectives :

This proposal has three elements as follows:

1) Stop Visit Oldham Investment - £0.040m in 2022/23

The Economy team are responsible updating/maintaining the Visit Oldham website. The Visitor Economy is a growth area that the team set out to exploit under the 2017 Business Growth and Investment Strategy. Implications - the team would need to transfer the website and management information onto a new platform. The cost of this is £35k plus £5k per annum, but the Council receives 50% of the project funding from external sources, but could cease the agreement and save £17.5k one off and £7.5k per annum.

2) Reduce the Trainees/Apprenticeship scheme - £0.018m in 2022/23

There is a budget of £64,080 which was reduced in 2018/19 and 2019/20. It is proposed to reduce this by a further £38k to meet the 10% budget saving requirement. This means that the team can continue to contribute to the GM local leads and wider partnership work. The budget reduction will be offset by the ongoing commitment to Kickstart and creation of apprenticeship opportunities. This is the preferred option as it maintains staffing levels which supports the wider outcomes for the team whilst reducing investment which is currently being funded by alternative sources.

See 'Additional Information'

2021/22 Service Budget and Establishment

	£000
Employees	1,461
Other Operational Expenses	253
Income	(823)
Total	891

Current Forecast (under) / overspend

	104

Number of posts (Full time equivalent)

	36.00

	2022/23	2023/24	2024/25
Proposed Budget Reduction (£000)	(56)	(48)	(8)
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2022/23 or is it ongoing?

	Ongoing

Section B

What impact does the proposal have on the following? :

Property
None.
Service Delivery
None –the work programme can be reviewed to accommodate these activities without impacting on service delivery or apprentice / training programmes.
Future expected outcomes
None.
Organisation
None.
Workforce
None.
Communities and Service Users
Impact – loss to visitor and tourism sector without a transfer to new managed service / external organisation.
Oldham Cares
None.
Other Partner Organisations
None.

Who are the key stakeholders?

Staff	No
Elected Members	Yes
Residents	Yes
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)	Yes
The Stoller Foundation	

Benefits to the organisation/staff/customers including performance improvements

Wider benefits include opportunity for enhanced community engagement and refreshed look at the visit and tourism economic activity, together with the delivery of a budget reduction to support the Council's budget.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Reduced visitor numbers.	The transfer the website and management information onto a new platform.
Reduction in joint working with the Stoller Foundation.	Continuing the strong working relationship with the Stoller Foundation and the identification of other funding streams.
N/a	N/a

Key Development and Delivery Milestones:

Milestone	Timeline
New marketing plan and visitor / tourism strategy needed.	To be addressed during 2022.
Agreement with the Stoller Foundation as to the new working arrangements.	During 2022/23.
N/a	N/a
N/a	N/a

Section D

Consultation Required?	Yes

	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	01-Apr-2022	31-Mar-2023

Equality Impact Screening

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

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

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

Section E

Finance Comments
It is currently anticipated that this budget option can be achieved in full, from the disinvestment in the Visit Oldham website and the reduction in the Trainee/Apprentice Scheme.

Signed RO	13-Dec-2021

Signed Finance	15-Dec-2021

Cabinet Member Signature	
Name and Date	Cllr S Akhtar 17-Jan-2022

Additional Information (if required)

Detail and Objectives (continued):

3) Remove investment in Oldham Enterprise Trust (OET): - £0.040m in 2023/24

Oldham Enterprise Trust operate a unique programme of financial support (grants and loans) for start-up companies. The Stoller Foundation granted a £1m evergreen fund with an expectation that Oldham Council would grant £40k per annum to fund the Trust Manager's post. The Council has done this for the last 8 years. The Business Growth and investment BG&I team are working with OET to secure external funds alongside creating an income stream from a future managed space/incubator space, in partnership with Upturn Enterprises. This budget proposal will have to be considered in the context of working with the Stoller Foundation. The current exit strategy was dependent upon the Community Renewal Fund bid and future Shared Prosperity Fund programmes allowing the Council to disinvest. The Council will also need to decide what role the Growth Company might want to play within this space.

Budget Reduction Proposals Cabinet Member for Corporate Services

Cllr J Stretton

Budget reductions

BR1 - Section A

Reference :	REF-BR1-529
Responsible Officer :	Julia Veall
Cabinet Member :	Cllr J Stretton
Support Officer :	Paul Dernley

Service Area :	HR & Organisational Development
Budget Reduction Title :	Human Resources & Organisational Development

Budget Reduction Proposal - Detail and Objectives :

The HR/OD Service, was redesigned in alignment with the development of the TeamOldham Workforce Strategy in 2020. The redesign introduced much needed Organisational Development capacity and re-framed the HR structure to ensure the right capacity was available to deliver against the strategy and deliver a robust business partnering model. The service delivered savings as part of the 2020/2021 savings exercise (£120k) and has held vacancies since the redesign due to inability to attract and recruit suitably qualified candidates. This has supported further in-year savings, however, carrying these key vacancies has meant significant pieces of work have remained undelivered.

In addition to the above capacity pressures, the service faces additional financial pressures resulting from the anticipated loss of contribution from the Oldham Clinical Commissioning Group (CCG) from April 2022 (£150k) and a funding shortfall for the HR Advisory function upon their transfer from the Unity Partnership (£144k). It should be noted that efforts to retain a contribution from the Greater Manchester Integrated Care System (GM ICS) are ongoing with clarity on what this might consist of not being available until Spring 2022.

See 'Additional Information'

2021/22 Service Budget and Establishment	£000
Employees	2,725
Other Operational Expenses	1,428
Income	(1,039)
Total	3,114

Current Forecast (under) / overspend	(170)

Number of posts (Full time equivalent)	42.00

	2022/23	2023/24	2024/25
Proposed Budget Reduction (£000)	(250)	0	0
Proposed Staffing Reductions (FTE)	3.00	0.00	0.00

Is your proposal a "one-off" in 2022/23 or is it ongoing?	Ongoing

Section B

What impact does the proposal have on the following? :

Property
None.
Service Delivery
The posts for deletion are currently vacant therefore will not reduce available capacity. However, this will have an impact on predominantly organisational design work which is needed to reshape the organisation in a way that is sustainable and aligned to priorities.
Future expected outcomes
As above.
Organisation
As above.
Workforce
As above.
Communities and Service Users
None.
Oldham Cares
None.
Other Partner Organisations
None.

Who are the key stakeholders?

Staff	Yes
Elected Members	Yes
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)	Yes
North West Employers Organisation (NWEQ)	

Benefits to the organisation/staff/customers including performance improvements

The delivery of a financial saving to support the corporate budget process for 2022/23.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Insufficient capacity to deliver organisational design activity over the next couple of years.	To seek delivery within alternative existing resource.
Insufficient budget to deliver all required statutory and mandatory training.	Use the learning needs analysis to predict demand and meet through less expensive / efficient means (e.g. e-learning).
Reduced support from NWE0.	Seek alternative means of delivery as absolutely required.

Key Development and Delivery Milestones:

Milestone	Timeline
Serve notice to Northwest Employers Organisation.	Early 2022.
Delete vacant posts.	1st April 2022.
Reduce training budget.	1st April 2022.
Evaluation of piloting of corporate initiative to reduce agency and interim costs.	During 2022/23.

Section D

Consultation Required?	No

	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

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

Section E

Finance Comments
The budget reduction proposal to delete 3 vacant posts, reduce the training budget, cease membership to North West Employers Organisation and to pilot new arrangements for the engagement of agenda and interim staff will realise a permanent saving of £0.250m from 2022-23 onwards.

Signed RO	19-Dec-2021

Signed Finance	20-Dec-2021

Cabinet Member Signature	
Name and Date	Cllr J Stretton 17-Jan-2022

Additional Information (if required)

Detail and Objectives (continued):

Proposals for the savings are as follows:

1. Deletion of 3 vacancies in the service; 2 x Workforce Design Specialists and 1 x Leadership and Management Development Specialist (realising a saving of £160,500).
2. The reduction of the training budget from £371,500 to £321,500 (realising a saving of £50,000). This reduction is considered feasible based on identified training needs, previous trends and increased utilisation of the Apprenticeship Levy.
3. Withdrawal of membership to Northwest Employers Organisation (NWEО) (realising a saving of £21,000) based on a limited core membership offer which is largely underutilised.
4. Piloting measures from a corporate perspective to reduce the reliance on agency and interim staff in services. It is anticipated that this work (after evaluation of results) will develop and potentially lead to wider savings in future years which will be included in future budget rounds. The anticipated saving for 2022/23 is £19,000

The additional pressures above (i.e. those related to the CCG and HR Advisory function) are not currently confirmed and will therefore need addressing in 2022/23.

Responsible Officer :	Julia Veall
Cabinet Member :	Cllr J Stretton
Support Officer :	Julia Veall

BR1 - Section A

Service Area :	Transformation
Budget Reduction Title :	Transformation & Reform - Vacant Posts Deletion

Budget Reduction Proposal - Detail and Objectives :

This budget reduction consists of non-staffing and staffing elements:

Non-Staffing Budget Reduction Proposals:

- Car Allowances - £500. Delete
 - Payments to Contractors - £4,410. Delete
 - Mobile Telephones - £450. Delete
 - Public Transport/Travel Expenses - £720. Reduce by £220 to £500.
- Total Non-Staffing Budget Proposals = £5,580

Staffing Budget Reduction Proposals:

- Vacant hours of Project Manager post - £7,976
 - Vacant hours of Project Manager post - £5,069
 - Programme Manager Post - £50,784
 - Programme Manager Post - £54,722
- Total Staffing Budget Reduction Proposals = £118,551

Total = £124,131

2021/22 Service Budget and Establishment

	£000
Employees	1,164
Other Operational Expenses	7
Income	(0)
Total	1,171

Current Forecast (under) / overspend

0

Number of posts (Full time equivalent)

20.00

	2022/23	2023/24	2024/25
Proposed Budget Reduction (£000)	(124)	0	0
Proposed Staffing Reductions (FTE)	2.20	0.00	0.00

Is your proposal a "one-off" in 2022/23 or is it ongoing?

Ongoing

Section B

What impact does the proposal have on the following? :

Property
None.
Service Delivery
See 'Additional Information'
Future expected outcomes
Delivery of complex change programmes.
Organisation
Delivery of complex change programmes.
Workforce
Impact of 2.2 FTE posts.
Communities and Service Users
No direct impact other than reducing our enabling support to service areas.
Oldham Cares
No direct impact other than reducing our enabling support to service areas.
Other Partner Organisations
No direct impact other than reducing our enabling support to service areas.

Who are the key stakeholders?

Staff	Yes
Elected Members	Yes
Residents	No
Local business community	No
Schools	No
Trade Unions	No
External Partners (if yes please specify below)	Yes
Health Partners	
Other Council Departments (if yes please specify below)	Yes
All departments.	
Other (if yes please specify below)	No
N/a	

Benefits to the organisation/staff/customers including performance improvements

This reduces the capacity to support change and improvement across the organisation but delivers a budget reduction.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Capacity for programme management is reduced.	Review priorities for delivery and focus on key priority areas.
N/a	N/a
N/a	N/a

Key Development and Delivery Milestones:

Milestone	Timeline
Transformation Programme – timeframe for delivery over 2 financial years.	2022/23 and 2023/24.
N/a	N/a
N/a	N/a
N/a	N/a

Section D

Consultation Required?	No

	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

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

Section E

Finance Comments
The two aspects of this budget reduction proposal have been reviewed and are considered achievable from 2022-23 and on a recurrent basis.

Signed RO	20-Dec-2021

Signed Finance	20-Dec-2021

Cabinet Member Signature	
Name and Date	Cllr J Stretton 17-Jan-2022

Additional Information (if required)

Impact on Service Delivery:

Reduction in programme and project management capacity will significantly impact the Council's ability to organise and deliver the Delivering a Sustainable Future Programme, change and modernisation and associated financial savings. The independent assessment by Ameo completed as part of the DaSF diagnostic set out a series of recommendations for strengthening the Council's capacity for programme and project management with recommendations for further investment to deliver the scale of change required across the organisation.

Impacts arising from the savings proposals are set out below:

- Car Allowances - £500. Delete.

No impact – budget not used. This was based on historic expenditure but has not been used to the extent of the budget.

- Payments to Contractors - £4,410. Delete

No impact – budget not used; this was a budget adjustment based on budget setting for the 2021/22 budget. The existing Transformation Reserve (a separate budget from that for staffing) could be used to supplement capacity for delivery of the DaSF across the Council.

- Mobile Telephones - £450. Delete

No impact – mobile phones handed back.

- Public Transport/Travel Expenses - £720. Reduce by £220 to £500.

No impact – reduced likelihood of travel. Budget was linked to historic expenditure.

- Vacant hours of Project Manager post - £7,976

Only an impact if existing part-time project manager requests to return to full time hours, or, the post becomes vacant and we prefer to recruit to full time post.

- Vacant hours of Project Manager post - £5,069

Only an impact if existing part-time project manager requests to return to full time hours, or, the post becomes vacant and we prefer to recruit to full time post.

- Programme Manager Post - £50,784

This would significantly reduce our Programme Management capacity for delivering the Council's change programme and associated financial savings. The current postholder is in the process of transferring to the Economy Directorate.

- Programme Manager Post - £54,722

This would significantly reduce our Programme Management capacity for delivering the Council's change programme and associated financial savings. The current postholder is in the process of transferring to the Economy Directorate.

BR1 - Section A

Service Area :	Legal
Budget Reduction Title :	Elections

Budget Reduction Proposal - Detail and Objectives :

There has been a recent decision not to continue with a Greater Manchester joint elections project. The Council was contributing to this initiative in the form of a contribution of £0.015m per annum. As the budget to support the contribution are no longer committed, the £0.015m can be offered as a budget reduction.

2021/22 Service Budget and Establishment

£000

Employees	193
Other Operational Expenses	217
Income	(100)
Total	310

Current Forecast (under) / overspend

(24)

Number of posts (Full time equivalent)

5.00

	2022/23	2023/24	2024/25
Proposed Budget Reduction (£000)	(15)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2022/23 or is it ongoing?

Ongoing

Section B

What impact does the proposal have on the following? :

Property
No impact on property.
Service Delivery
No impact on service delivery.
Future expected outcomes
A £0.015m contribution to the 2022/23 budget reduction requirement.
Organisation
No impact on the organisation.
Workforce
No impact on the workforce.
Communities and Service Users
No impact on communities and service users.
Oldham Cares
No impact on Oldham Cares.
Other Partner Organisations
No adverse impact on partners.

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
Other Greater Manchester Councils	
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 £0.015m contribution to the achievement of the 2022/23 budget reduction target.

Section C

Key Risks and Mitigations:

Risk	Mitigation
There are no risks. The project to which the funds were contributing has been discontinued.	Discontinuation of the project.
N/a	N/a
N/a	N/a

Key Development and Delivery Milestones:

Milestone	Timeline
Approval of the budget reduction and deletion of the budget.	March 2022.
N/a	N/a
N/a	N/a
N/a	N/a

Section D

Consultation Required?	No

	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

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

Section E

Finance Comments
The delivery of this budget reduction can be achieved in the financial year 2022/23 and on a recurrent basis.

Signed RO	19-Dec-2021

Signed Finance	20-Dec-2021

Cabinet Member Signature	
Name and Date	Cllr J Stretton 17-Jan-2022

**Budget Reduction
Proposals
Cabinet Member for
Children & Young people**

Cllr E Moores

**Budget
reductions**

BR1 - Section A

Reference :	CHS-BR1-538
Responsible Officer :	Richard Lynch
Cabinet Member :	Cllr E Moores
Support Officer :	Paula Healey

Service Area :	Early Years
Budget Reduction Title :	Early Years Staffing Reduction

Budget Reduction Proposal - Detail and Objectives :
Use of flexible retirement request and redistributing responsibilities to reduce FTE and staff costs for Early years' service. Risks to service delivery have been mitigated by securing an in-principle agreement by the Director of Education and Early Years to assign some additional responsibilities, and corresponding uplift to the Early Years Funding Team Leader in the areas of team leadership, and strategic early years financial planning.

2021/22 Service Budget and Establishment	£000
Employees	451
Other Operational Expenses	818
Income	(1,378)
Total	(109)

Current Forecast (under) / overspend	0

Number of posts (Full time equivalent)	9.30

	2022/23	2023/24	2024/25
Proposed Budget Reduction (£000)	(21)	0	0
Proposed Staffing Reductions (FTE)	0.40	0.00	0.00

Is your proposal a "one-off" in 2022/23 or is it ongoing?	Ongoing

Section B

What impact does the proposal have on the following? :

Property
N/a
Service Delivery
See 'Additional Information'
Future expected outcomes
See 'Additional Information'
Organisation
See 'Additional Information'
Workforce
If approved, this proposed honorarium arrangement will provide an opportunity to support organisational change by providing a professional development opportunity for the Early Years Funding Team Leader with a view to longer term succession planning.
Communities and Service Users
If the proposed honorarium arrangement is approved there will be no impact on communities and services users.
Oldham Cares
No impact on Oldham Cares.
Other Partner Organisations
If the proposed honorarium arrangement is approved there will be no impact on communities and services users.

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

Supporting the flexible retirement request secures the continued employment of the post holder who brings extensive knowledge, skills and experience to the organisation and service. This will enable the current postholder to continue working for the organisation for 3 days contributing to continuous service improvement by providing coaching and strategic leadership.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Contractual Changes to Authorisation Form for an honorarium for the EYs team leader for the additional responsibilities not approved.	In principle agreement sought from the AD for Children's Integration and Director of Education & Early Years prior to approving the flexible retirement request.
Changes to national policy result in new duties and responsibilities which will increase workload.	See 'Additional Information'
Budget not available to support the proposed honorarium for the EYs Funding Team Leader.	See 'Additional Information'

Key Development and Delivery Milestones:

Milestone	Timeline
Contractual Changes to Authorisation Form for an honorarium for the EYs team leader for the additional responsibilities approved.	December 2021.
If honorarium approved, HR and Payroll informed.	January 2022.
Transition of additional duties from the post holder to the EYS Funding Team leader completed.	Early 2022.
N/a	N/a

Section D

Consultation Required?	Yes	
	Start	Conclusion
Staff	13-Jan-2022	14-Feb-2022
Trade Union	13-Jan-2022	14-Feb-2022
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

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

Section E

Finance Comments
This proposal can be met following the approval of an honorarium within the Early Years' service for a period of 17 months from 1/11/21 to 31/3/23 for the Early Years Funding Team Leader and a 0.40 fte reduction in the early years team due to the flexible retirement of the service manager. This gives a saving in the region of £8,865 during the financial year 2021-22 and a further £21,276 in the financial year 2022-23.

Signed RO	17-Dec-2021
Signed Finance	20-Dec-2021

Cabinet Member Signature		
Name and Date	Cllr E Moores	17-Jan-2022

Additional Information (if required)

Impact on Service Delivery:

Risks to service delivery have been mitigated by securing an in-principle agreement by the Director of Education and Early Years to assign some additional responsibilities to the Early Years Funding Team Leader in the areas of team leadership, and strategic early years financial planning

A Contractual Changes to Authorisation Form has been completed requesting an honorarium for the EYs team leader for the additional responsibilities. If approved, on 2 days a week the EYs Funding Team Leader would take on responsibility for the overall leadership and strategic management of the early years funding and childcare sufficiency functions within the Early Years' service. Examples include:

- line management duties in respect of the EY Provision Officer
- Council representation at regional and national early years forums (e.g. GM Childcare network DfE webinars and commissioned LA support sessions
- Response to urgent funding queries; complaints & requests for briefings/reports

Impact on Future Expected Outcomes:

If the proposed honorarium arrangement is approved the service will be able to manage changes within the service to ensure that statutory duties are fulfilled.

There is also scope for a project management approach to the childcare sufficiency function that could see work packages such as capital programmes, delivered by other managers under the strategic leadership of the current postholder within the 3 days a week she will continue to work for the organisation.

Impact on the Organisation:

Supporting the flexible retirement request secures the continuing employment of the post holder who brings extensive knowledge, skills and experience to the organisation and service. This will enable the current postholder to continue working for the organisation for 3 days contributing to continuous service improvement by providing coaching and strategic leadership.

Risk 2 Mitigation:

Capacity and deployment of resources across the service to be monitored by the Head of Service and immediate and longer-term pressures escalated through the relevant governance structures. Project management approach to be adopted so other managers in the service can deliver work under the strategic leadership of the current postholder within the 3 days a week she will continue to work for the organisation.

Risk 3 Mitigation:

Finance comments requested prior to approving the flexible retirement request. This honorarium for a period of 17 months from 1/11/21 to 31/3/23 is £5,542 including on costs. This can be wholly funded from a corresponding reduction in hours in the Early Years team which equates to £35,683 for the same 17-month period including on costs. This will give an overall saving in the region of £8,865 during the financial year 2021-22 and a further £21,276 in financial year 2022-23.

BR1 - Section A

Reference :	CHS-BR1-539
Responsible Officer :	Elaine Devaney
Cabinet Member :	Cllr E Moores
Support Officer :	Leanne Cooper

Service Area :	Children in Care
Budget Reduction Title :	Delete Post - Designated Missing From Home

Budget Reduction Proposal - Detail and Objectives :
The designated Missing from Home Social Worker (SW) currently based within the MASH service is due to commence a new role within Children Services. The purpose of this post is to review daily Police reports for children who have been missing from home or care and create 'Missing From Home Notifications' into Mosaic. The post holder uploads return home interviews on to the system and notifies allocated workers when a strategy meeting is required. The current post holder is a Grade 7 SW. Administrative tasks are a significant component of this role and is something that could be undertaken by a Business Support Officer (BSO). A service review is currently underway to review the reporting arrangements to senior managers when children are missing from home or care. Assistant Director (AD) of Social Work and AD of Corporate Parenting will be responsible for ensuring robust safety and risk management plans are in place for our most vulnerable children. The proposal is that the service does not recruit to this post once the current post holder moves across into her new role. This role should be deleted and a Business Support Officer G4 be established instead at a cost of £30,430. The net saving should this be approved, including salary and on-costs equate to: £16,400.

2021/22 Service Budget and Establishment	£000
Employees	598
Other Operational Expenses	14
Income	(0)
Total	612

Current Forecast (under) / overspend	97

Number of posts (Full time equivalent)	13.00

	2022/23	2023/24	2024/25
Proposed Budget Reduction (£000)	(16)	0	0
Proposed Staffing Reductions (FTE)	1.00	0.00	0.00

Is your proposal a "one-off" in 2022/23 or is it ongoing?	Ongoing

Section B

What impact does the proposal have on the following? :

Property
N/a
Service Delivery
See 'Additional Information'
Future expected outcomes
It is anticipated that the current robust arrangements in place will remain in situ.
Organisation
The service has identified an alternative response to receiving notifications of our children who go missing from home. There is robust oversight within the MASH which is circulated on a daily basis to senior managers.
Workforce
Role will be vacant when deleted. New BSO role will be added (could be offered as part of redeployment if required).
Communities and Service Users
No impact on community and service users.
Oldham Cares
No impact on Oldham Cares.
Other Partner Organisations
No impact on partner organisations.

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)	Yes
Greater Manchester Police as part of the Multi Agency Safeguarding Hub	
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

There is an opportunity to save on the current post salary with little impact or risk to the organisation or how children and young people who are missing from home, are responded to.

Section C

Key Risks and Mitigations:

Risk	Mitigation
There will not be a dedicated social worker to receive notification of children missing from home.	Robust arrangements have been implemented which have worked well to ensure children are identified early when they go missing from home.
N/a	N/a
N/a	N/a

Key Development and Delivery Milestones:

Milestone	Timeline
Agree to delete vacant role.	March 2022.
Recruit Business Support Officer.	April 2022.
N/a	N/a
N/a	N/a

Section D

Consultation Required?	Yes

	Start	Conclusion
Staff	13-Jan-2022	14-Feb-2022
Trade Union	13-Jan-2022	14-Feb-2022
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

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

Section E

Finance Comments
The proposal is to delete a soon to be vacant Grade 7 Social Work post from the MASH team, with a corresponding cost of £46,830. The loss of capacity created by the deletion cannot be contained within existing resources. The proposal is therefore to recruit a Grade 4 Business Support officer at a cost of £30,439. The net saving will therefore be £16,400.

Signed RO	17-Dec-2021

Signed Finance	20-Dec-2021

Cabinet Member Signature	
Name and Date	Cllr E Moores 17-Jan-2022

Additional Information (if required)**Impact on Service Delivery:**

The service needs to receive daily Police reports and ensure these are uploaded on to the system in a timely manner – ensuring notifications are circulated to allocated workers. The notification of such ensures robust safety and risk management plans can be put in place. The service has identified robust management oversight from within the MASH to ensure this process has continued, if a G4 can be established to take on the administration.

BR1 - Section A

Service Area :	Children in Care
Budget Reduction Title :	Reduce FTE of Children with Disabilities (CWD) Team

Budget Reduction Proposal - Detail and Objectives :

The Children with Disabilities (CWD) team will reorganise its staffing and delivery of life story work for children looked after by the local authority, parenting training and support, behavioural support interventions for children with challenging behaviour and programmes of direct work to facilitate social inclusion.

Propose to reduce FTE by 1 currently filled post and redistribute work across existing resources, with a small amount of spot purchase where required, this would require a budget of around £10,000.

2021/22 Service Budget and Establishment

£000

Employees	698
Other Operational Expenses	44
Income	(0)
Total	742

Current Forecast (under) / overspend

241

Number of posts (Full time equivalent)

16.00

	2022/23	2023/24	2024/25
Proposed Budget Reduction (£000)	(26)	0	0
Proposed Staffing Reductions (FTE)	1.00	0.00	0.00

Is your proposal a "one-off" in 2022/23 or is it ongoing?

Ongoing

Section B

What impact does the proposal have on the following? :

Property
N/a
Service Delivery
See 'Additional Information'
Future expected outcomes
We believe that being able to spot purchase specialist support (such as Child and Mental Health Support (CAMHS)) and parenting interventions for children with complex needs would improve outcomes.
Organisation
See 'Additional Information'
Workforce
See 'Additional Information'
Communities and Service Users
Service users should still be able to access appropriate high-quality support.
Oldham Cares
No impact on Oldham Cares.
Other Partner Organisations
No impact.

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

Initial analysis would suggest efficiency in line with 10 per cent plus could be made with a manageable impact on the service provided some resource if released to purchase a small amount of highly specialist support from external agencies. A demand mapping and projected costs could be completed.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Children and families would not receive support they required and could result in more children being on the edge of care.	Wider consultation with early help and LD CAMHS could identify further support from within their services.
Post holder may be made redundant.	There is an opportunity to offer post holder a position as a family support worker within the Short Breaks provision.
N/a	N/a

Key Development and Delivery Milestones:

Milestone	Timeline
Mapping of key activity and demand.	February 2022.
HR process around risk of redundancy.	April 2022.
Budget scoping for spot purchase.	Early 2022.
N/a	N/a

Section D

Consultation Required?	Yes	
	Start	Conclusion
Staff	13-Jan-2022	14-Feb-2022
Trade Union	13-Jan-2022	14-Feb-2022
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

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

Section E

Finance Comments
The proposal is to delete the grade 5 Family Support Worker role (which is currently filled) within the Children With Disabilities staffing cohort with a corresponding cost of £36,040 and redistribute work across existing resources, with a small amount of spot purchase where required. This would require a budget of around £10,000. The net saving is therefore £26,040. The service is currently forecasting an overspend of £241k, generated by the use of agency staff to address COVID related demand. Against 'business as usual' the proposal is rated green and considered deliverable.

Signed RO	17-Dec-2021
Signed Finance	20-Dec-2021

Cabinet Member Signature		
Name and Date	Cllr E Moores	17-Jan-2022

Additional Information (if required)

Impact on Service Delivery:

The service currently relies upon this post holder to undertake key tasks such as completing life story work for our children and young people. The post holder is also responsible for completing parenting work with our families to prevent children becoming on the edge of care. Our proposal is to deliver this service through redistributing some of the work across the service and spot purchasing additional specialist elements.

Impact on the Organisation:

The organisation would need to consider how wider partnership through early help and LD CAMHS could provide additional support in undertaking these key tasks as outlined within this paper in order to ensure the service can meet these support requirements for families. If the support was not in place, this could result in more children being on the edge of care.

Impact on the Workforce:

Disestablishing the post would require full staff consultation – opportunities for the post holder would need to be explored, but there may be an option of retaining within the service with a move to the short break team – this would require temporary protected pay.

The re-distribution of the tasks currently completed by the family support worker would put additional pressure on social work staff already working to capacity.

BR1 - Section A

Service Area :	Children in Care
Budget Reduction Title :	Delete Post - Corporate Parenting Manager

Budget Reduction Proposal - Detail and Objectives :

This budget reduction proposal seeks to delete a post that is currently vacant. It is proposed that the roles and responsibilities could be redistributed between the service and the Chair of the Corporate Parenting Panel's PA (within Exec services)

It is important that key responsibilities are reallocated and delivered to maintain the good reputation and quality of the Corporate Parenting Panel (CCP).

2021/22 Service Budget and Establishment

£000

Employees	2,294
Other Operational Expenses	338
Income	(312)
Total	2,320

Current Forecast (under) / overspend

5

Number of posts (Full time equivalent)

40.00

	2022/23	2023/24	2024/25
Proposed Budget Reduction (£000)	(54)	0	0
Proposed Staffing Reductions (FTE)	1.00	0.00	0.00

Is your proposal a "one-off" in 2022/23 or is it ongoing?

Ongoing

Section B

What impact does the proposal have on the following? :

Property
N/a
Service Delivery
No direct impact on operational service delivery.
Future expected outcomes
No impact
Organisation
See 'Additional Information'
Workforce
Vacant role to be deleted. Additional workload to be distributed to minimise impact on existing staff.
Communities and Service Users
No direct impact on community/service user.
Oldham Cares
No impact on Oldham Cares.
Other Partner Organisations
Nil.

Who are the key stakeholders?

Staff	Yes
Elected Members	Yes
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)	Yes
Executive Support	
Other (if yes please specify below)	No
N/a	

Benefits to the organisation/staff/customers including performance improvements
Streamlined activity within the service resulting in financial saving.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Co-ordination and delivery of Corporate Parenting Panel/Workflow and Strategy.	This task has been allocated to the Assistant Director (AD) Corporate Parenting and the CPP Subgroup has been refreshed.
Ensure elected members have a schedule of training for safeguarding	This will be divided between other senior officers within Children's Social Care.
Participation/Engagement - Ensure the links between CSC and the Children In Care Council are maintained.	Youth Service/AD Safeguarding/AD Corporate Parenting to maintain established links.

Key Development and Delivery Milestones:

Milestone	Timeline
As the post is vacant the proposed arrangements are already in place on an interim basis. These will be confirmed as permanent when the role is deleted.	March 2022.
N/a	N/a
N/a	N/a
N/a	N/a

Section D

Consultation Required?	No

	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

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

Section E

Finance Comments
The proposal is to delete the Grade 9 post of Corporate Parenting Manager which is currently vacant, with a corresponding reduction in cost of £53,730. The roles and responsibilities will be redistributed between the service and the CPP Chair's PA (within Exec Services). The Safeguarding service area is currently reporting a forecast pressure of £5k, this includes COVID related staffing pressure of £150k. Against 'business as usual' the proposal is rated Green and therefore considered deliverable within 2022/23.

Signed RO	17-Dec-2021

Signed Finance	20-Dec-2021

Cabinet Member Signature	
Name and Date	Cllr E Moores 17-Jan-2022

Additional Information (if required)

Impact on the Organisation:

It is essential that the core roles of the Corporate Parenting Manager in which the previous postholder acted as a co-ordinator of the CPP Strategy/Action Plan/Sub-Group and associated activity workflow is led within the service and by the Panel Chair's executive support. This is to ensure that the Corporate Parenting Panel reputation is upheld and maintained.

BR1 - Section A

Reference :	CHS-BR1-542
Responsible Officer :	Elaine Devaney
Cabinet Member :	Cllr E Moores
Support Officer :	Nick Whitbread

Service Area :	Children in Care
Budget Reduction Title :	Delete 2 Social Workers from the Adoption Service

Budget Reduction Proposal - Detail and Objectives :

The Adoption service has 12 FTE Social Work posts in the establishment. Currently there are 10 FTE in post and the service is managing with this vacancy rate.

This saving proposal is to reduce establishment to 10 FTE Social Work equivalent posts from 2022 / 23. Having regard to salaries and on-costs this equates to c.£82,730.

2021/22 Service Budget and Establishment

	£000
Employees	649
Other Operational Expenses	316
Income	(0)
Total	965

Current Forecast (under) / overspend

	41

Number of posts (Full time equivalent)

	14.00

	2022/23	2023/24	2024/25
Proposed Budget Reduction (£000)	(83)	0	0
Proposed Staffing Reductions (FTE)	2.00	0.00	0.00

Is your proposal a "one-off" in 2022/23 or is it ongoing?

	Ongoing

Section B

What impact does the proposal have on the following? :

Property
N/a
Service Delivery
The Adoption team have been operating with FTE 10 posts filled and managing effectively despite the two vacancies. Service delivery is not envisaged to be affected by this decision.
Future expected outcomes
N/a
Organisation
As above.
Workforce
Vacant posts to be deleted.
Communities and Service Users
As above.
Oldham Cares
No impact on Oldham Cares.
Other Partner Organisations
N/a

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

As the Adoption Service has been operating effectively whilst carrying these vacancies, the service delivery is not expected to be impacted. Therefore, the benefits is that service delivery will remain consistent.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Risk is caseload management in the event the number of children being placed for adoption increases in line with the plans for early permanence.	The service is already managing with the reduced number of FTE.
N/a	N/a
N/a	N/a

Key Development and Delivery Milestones:

Milestone	Timeline
Confirm vacant roles to be deleted.	February 2022.
Remove roles from establishments.	March 2022.
N/a	N/a
N/a	N/a

Section D

Consultation Required?	No

	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

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

Section E

Finance Comments
The proposal is to delete 2 social work posts from the 12 established Social Work posts within the Adoption service, with a value of £82,730. The posts are currently vacant and the service has been managing effectively and it is not envisaged that service delivery will be adversely affected by this decision. The Authority commits resource to the Regional Adoption Agency. This proposal is contingent upon there be no unforeseen additional call on the current commitment, notwithstanding which, the option is rated as green and considered wholly deliverable in 2022/23.

Signed RO	17-Dec-2021
Signed Finance	20-Dec-2021

Cabinet Member Signature	
Name and Date	Cllr E Moores 17-Jan-2022

BR1 - Section A

Reference :	CHS-BR1-543
Responsible Officer :	Elaine Devaney
Cabinet Member :	Cllr E Moores
Support Officer :	Elaine Devaney

Service Area :	Children in Care
Budget Reduction Title :	Delete Post - Social Worker in Permanence

Budget Reduction Proposal - Detail and Objectives :
Significant work is being undertaken to reduce number of Children Looked After (CLA), through early permanence, discharge of the care order and strong Edge of Care offer. The intention is to reduce the number of CLA by 30 over a two-year period. The staffing establishment of Permanence can then reduce from 24 to 23 saving £46,560 from 2023/24. Then a further reduction to 22 staff from 2024/25, saving an additional £46,560.

2021/22 Service Budget and Establishment	£000
Employees	1,414
Other Operational Expenses	116
Income	(0)
Total	1,530

Current Forecast (under) / overspend	(31)

Number of posts (Full time equivalent)	30.00

	2022/23	2023/24	2024/25
Proposed Budget Reduction (£000)	0	(46)	(47)
Proposed Staffing Reductions (FTE)	0.00	1.00	1.00

Is your proposal a "one-off" in 2022/23 or is it ongoing?	Ongoing

Section B

What impact does the proposal have on the following? :

Property
N/a
Service Delivery
See 'Additional Information'
Future expected outcomes
No impact.
Organisation
No impact.
Workforce
It is proposed that the posts are reduced by natural turnover.
Communities and Service Users
No impact.
Oldham Cares
No impact on Oldham Cares.
Other Partner Organisations
N/a

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

Reducing the number of children looked after implies that more children are remaining with their parents and / or family, or that early permanence has been achieved. This is a benefit to children and their families.

Reducing the number of children looked after equates to manageable caseloads for Social Workers.

Section C

Key Risks and Mitigations:

Risk	Mitigation
The risk is the national trend of the number of young people coming into care is increasing and therefore a level of unpredictability in terms of the number of CLA.	Monthly data monitoring meetings are held which track and analyse the trends in regards to CLA numbers; this analysis will provide the information to inform the number of Social Work posts are required.
There is a risk that the models built to reduce the number of children coming into care does not reap the equivalent number anticipated.	There are clear review points in the project plans in order to monitor and review progress.
N/a	N/a

Key Development and Delivery Milestones:

Milestone	Timeline
By Month 6 in 2022 analysis of caseloads and staffing to be undertaken to inform the potential reduction in staff from Month 1 in 2023. Equivalent for 2023/24.	September 2022.
Monthly monitoring of CLA numbers and look to not fill vacancies to meet the expected reduction in staffing for April 2023/ April 2024.	November 2022.
N/a	N/a
N/a	N/a

Section D

Consultation Required?	No

	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

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

Section E

Finance Comments
The intention is to reduce the number of Children Looked After (CLA) by 30 over a two-year period, this will be achieved through early permanence, discharge of the care order and a strong Edge of Care offer. There is a lead in time for this work which will be substantially undertaken in 2022/23 and will then enable a reduction of 1 FTE (from the 24 FTE social workers currently within the Permanence Team) with a corresponding value of £46,560 in each of the financial years 2022/23 and 2023/24.

Signed RO	17-Dec-2021

Signed Finance	20-Dec-2021

Cabinet Member Signature	
Name and Date	Cllr E Moores 17-Jan-2022

Additional Information (if required)**Impact on Service Delivery:**

Currently the Permanence service has sufficient caseload management with 24 FTE posts. There is a service plan to reduce the number of children looked after through permanence, discharge of the care order and a redesigned Edge of Care offer. The planned reduction conclusively means less staff are required in this service area, hence the gradual reduction over a two-year period from 2023.

BR1 - Section A

Reference :	CHS-BR1-544
Responsible Officer :	Elaine Devaney
Cabinet Member :	Cllr E Moores
Support Officer :	Leanne Cooper

Service Area :	Children in Care
Budget Reduction Title :	Autism Youth Club

Budget Reduction Proposal - Detail and Objectives :
The Autism Youth Club (AYC) is one of four provisions set up to meet the local authority duties surrounding targeted short breaks. Three commissioned providers currently provide most of this support and the autism youth club is the fourth. This is an internally provided provision offering two sessions every week to a total of 40 children via self-referral. The staffing footprint is the equivalent of 1.15 full time equivalent staff distributed across seven staff members some of whom have small contracts of 3.5 hours weekly. Previous public consultation has told us young people and families would like more flexible service provision. Disestablishing the AYC would require: alternative provision to be put in place as well as staff, trade union and public consultation. To provide an equivalent individualised budget and brokerage would not see a financial efficiency. It would require an uplift of £4k. We propose closing the internal service and putting the provision out to commission with a budget of £28,000. This will mean that a budget reduction of £12,000 should be deliverable in 2023/24. Existing staff may be eligible for TUPE dependant on timeframe and model of alternative delivery.

2021/22 Service Budget and Establishment	£000
Employees	39
Other Operational Expenses	1
Income	(0)
Total	40

Current Forecast (under) / overspend	0

Number of posts (Full time equivalent)	1.15

	2022/23	2023/24	2024/25
Proposed Budget Reduction (£000)	0	(12)	0
Proposed Staffing Reductions (FTE)	0.00	1.15	0.00

Is your proposal a "one-off" in 2022/23 or is it ongoing?	Ongoing

Section B

What impact does the proposal have on the following? :

Property
N/a
Service Delivery
Alternative provision would need to be considered to maintain essential for children and young people with autism and could not be disestablished without significant consultation and review of alternative service delivery.
Future expected outcomes
Previous public consultation told us young people and families would like more flexible service provision. This will create greater opportunity to scope and design a bespoke resource for our young people with Autism, however this will need to be completed prior to decommissioning the current provision.
Organisation
Initial analysis would conclude that there are moderate risks to the organisation in associated with going out to consultation to look at the prospect of radically remodelling the AYC provision to realise an efficiency.
Workforce
Disestablishing AYC would require staff, trade union and public consultation. Existing staff may be eligible for TUPE dependant on timeframe and model of alternative delivery, as the service activity is split across a number of staff who carry out other roles a TUPE or redundancy process could be complicated.
Communities and Service Users
See' Additional Information'
Oldham Cares
No impact on Oldham Cares.
Other Partner Organisations
This proposal will require public and market engagement from all partners to ensure an alternative provision is identified.

Who are the key stakeholders?

Staff	Yes
Elected Members	Yes
Residents	Yes
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

There are 40 children receiving a service, and an alternative would be required. Disestablishing AYC would require staff, trade union and public consultation. Previous public consultation has told us young people and families would like more flexible service provision. There is therefore a Saving of £12,000 effective in 2023/24.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Children, young people and families will not have appropriate support and community based provision if this service is decommissioned.	The organisation will need to scope and consider an alternative provision, prior to decommissioning this service.
Children, young people and families may not cope without this outreach support – more young people may become on the edge of care.	The organisation will need to scope and consider an alternative provision, prior to decommissioning this service.
N/a	N/a

Key Development and Delivery Milestones:

Milestone	Timeline
Soft Market Testing.	March 2022.
Commissioning process.	September 2022.
Staff consultation and TUPE review.	November 2022.
New model in place.	April 2023.

Section D

Consultation Required?	Yes

Dates to be confirmed later in 2022

	Start	Conclusion
Staff		
Trade Union		
Public		
Service User		
Other		

Equality Impact Screening

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

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

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

Section E

Finance Comments
The proposal is to close the Autism Youth Club (AYC), which is an internally provided service offering two sessions every week to a total of 40 children via self-referral. The staffing establishment is the equivalent of 1.15 full time equivalent staff. Disestablishing AYC would require alternative provision to be put in place at an estimated offsetting cost of £28,000, which reduces the headline saving of £40,000 to a net £12,000. In addition, staff, trade union and public consultation will be required. The net saving will therefore be delivered in 2023/24.

Signed RO	17-Dec-2021
Signed Finance	20-Dec-2021

Cabinet Member Signature	
Name and Date	Cllr E Moores 17-Jan-2022

Additional Information (if required)**Impact on Communities and Service Users:**

The AYC is a valued resource that currently supports 40 young people with autism. The council would need to scope alternative suitable provision should this proposal be accepted. It is recognised that there is likely to be a significant impact on the young people who currently access the AYC if an alternative provision is not made available. Often, young people and families use provision such as this to build an informal support network which reduces need for statutory intervention.

	Reference:	CHS-BR1-544
Responsible Officer	Elaine Devaney	
Cabinet Member:	Cllr Eddie Moores	
Support Officer	Leanne Cooper	

Equality Impact Assessment Tool

Service Area:	Children's Social Care – Preventative Services
Budget Reduction Title:	Autism Youth Club

Stage 1: Initial Assessment

1a	Which service does this project, policy or proposal relate to?				
	Children with Disabilities Service (CWD)				
1b	What is the project, policy or proposal?				
	The Autism youth club is one of four provisions set up to meet the local authority duties surrounding targeted short breaks. Three commissioned providers currently provide most of this support and the autism youth club is the fourth. This is an internally provided provision offering two sessions every week to a total of 40 children via self-referral. The staffing footprint is the equivalent of 1.15 full time equivalent staff distributed across seven staff members some of whom have small contracts of 3.5 hours weekly. Previous public consultation has told us young people and families would like more flexible service provision. Disestablishing AYC would require alternative provision to be put in place as well as staff, trade union and public consultation. We propose closing the internal service and putting the provision out to commission with a budget of £28,000.				
1c	What are the main aims of the project, policy or proposal?				
	To end the internal Autism Youth Club provision by 2023. To commission a new offer to continue to meet the needs of Children and Families.				
1d	Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how?				
	We believe that a commissioned offer could be more flexible and meet the needs of children and families better.				
1e	Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?				
		None	Positive	Negative	Not sure
	Disabled people	☐	☒	☐	☐
	Particular ethnic groups	☒	☐	☐	☐
	Men or women (includes impacts due to pregnancy / maternity)	☒	☐	☐	☐
	People of particular sexual orientation/s	☒	☐	☐	☐
	People in a Marriage or Civil Partnership	☒	☐	☐	☐
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	☒	☐	☐	☐
	People on low incomes	☒	☐	☐	☐
	People in particular age groups	☒	☐	☐	☐

	Groups with particular faiths or beliefs	☒	☐	☐	☐
	Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?				
		☐	☐	☐	☐
		☐	☐	☐	☐

1f	What do you think the overall NEGATIVE impact on groups and communities will be?	None / Minimal	Significant
		☒	☐

1g	Using the screening and information in questions 1e and 1f, should a full assessment be carried out on the project, policy or proposal?	Yes ☐
		No ☒

1h	How have you come to this decision?
	We believe any negative impact of this change will be minimal.

Stage 5: Signature

Role	Name	Date
Leade Officer	Elaine Devaney	19.01.2022
Approver Signatures		

EIA Review Date:	

Further guidance and information on Equality Impact Assessments is available here – http://intranet.oldham.gov.uk/downloads/download/35/equality_impact_assessments

BR1 - Section A

Reference :	CHS-BR1-545
Responsible Officer :	Elaine Devaney
Cabinet Member :	Cllr E Moores
Support Officer :	Julie Daniels

Service Area :	Children in Care
Budget Reduction Title :	Do not renew MOMO

Budget Reduction Proposal - Detail and Objectives :
MOMO is the digital application for gathering views from Children Looked After (CLA). Through our participation strategy we are looking to develop new, more efficient ways of engaging young people, ensuring CLA voice. It is proposed to make a saving of £10,550; effective 2022/23. The MOMO Contract is due for renewal in April 2022.

2021/22 Service Budget and Establishment	£000
Employees	0
Other Operational Expenses	14
Income	(0)
Total	14

Current Forecast (under) / overspend	(2)

Number of posts (Full time equivalent)	0.00

	2022/23	2023/24	2024/25
Proposed Budget Reduction (£000)	(10)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2022/23 or is it ongoing?	Ongoing

Section B

What impact does the proposal have on the following? :

Property
N/a
Service Delivery
We will look to develop alternative methods for engaging and communicating with Children Looked After to reduce the service impact.
Future expected outcomes
Alternative methods to be considered within the Participation Strategy.
Organisation
Potential Reputational impact – inclusive organisation/learning/Quality Assurance – Young People's (YP) feedback a key function of improving service delivery.
Workforce
See 'Additional Information'
Communities and Service Users
See 'Additional Information'
Oldham Cares
No impact on Oldham Cares.
Other Partner Organisations
Nil.

Who are the key stakeholders?

Staff	Yes
Elected Members	Yes
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

The proposal will deliver a cost saving to the Council.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Will reduce the range of ways we can obtain children and YP feedback.	Revise the Children's Participation Strategy to broaden ways this can be achieved.
Some children may rely on MOMO as a digital tool to participate.	Consultation would be required with C/YP to consider impact and alternative suitable methods.
N/a	N/a

Key Development and Delivery Milestones:

Milestone	Timeline
Consultation with users.	January 2022.
Develop Participation Strategy.	March 2022.
N/a	N/a
N/a	N/a

Section D

Consultation Required?	Yes

	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	20-Jan-2022	20-Feb-2022
Other	not applicable	not applicable

Equality Impact Screening

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

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

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

Section E

Finance Comments
The proposal is to cancel the MOMO software contract which is renewable in April 2022. The annual cost of the contract is £10,550. An alternative, more efficient and effective way of capturing the 'voice of the child' will be found from within existing resources. The proposal is rated green and considered wholly deliverable in 2022/23.

Signed RO	17-Dec-2021

Signed Finance	20-Dec-2021

Cabinet Member Signature	
Name and Date	Cllr E Moores 17-Jan-2022

Additional Information (if required)

Impact on Workforce:

As this will reduce the number and mechanisms of feedback from children and young people. Social workers and childcare professionals will need to source alternative ways in which to secure a young persons voice, views and feedback. There are other mechanisms such as via a child's review or a child protection conference, however MOMO is the only digital platform and is accessible to more children. Anyone with an oldham.gov.uk email is entitled to use MOMO under the terms of the contract.

Impact on Communities and Service Users:

Impact will be primarily for the children and young people as it will remove an independent mechanism in which children can report at any time of the day how they are feeling, what support they need and tell their worker about things that are important to them. However, it should be noted that there a range of other mechanisms in which children can link with their social worker and Independent Reviewing Officer (IRO) to share their views/give feedback and participate.

	Reference:	CHS-BR1-545
Responsible Officer	Elaine Devaney	
Cabinet Member:	Cllr Eddie Moores	
Support Officer	Julie Daniels	

Equality Impact Assessment Tool

Service Area:	Safeguarding Unit, Children's Social Care
Budget Reduction Title:	Do not renew MOMO contract

Stage 1: Initial Assessment

1a	Which service does this project, policy or proposal relate to?				
	The Safeguarding Unit.				
1b	What is the project, policy or proposal?				
	MOMO is the digital application for gathering views from CLA. Through our participation strategy we are looking to develop new, more efficient ways of engaging young people, ensuring CLA voice.				
1c	What are the main aims of the project, policy or proposal?				
	To not renew the contract with MOMO and to use our new participation strategy to ensure CLA voice is captured and acted on. This has been developed using the nationally used and well recognised 7S model, which is used to embed participation and engagement within organisational structures.				
1d	Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how?				
	We believe a more systemic model of capturing voice will allow for greater depth and breadth of CLA voice.				
1e	Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?				
		None	Positive	Negative	Not sure
	Disabled people	☒	☐	☐	☐
	Particular ethnic groups	☒	☐	☐	☐
	Men or women (includes impacts due to pregnancy / maternity)	☒	☐	☐	☐
	People of particular sexual orientation/s	☒	☐	☐	☐
	People in a Marriage or Civil Partnership	☒	☐	☐	☐
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	☒	☐	☐	☐
	People on low incomes	☒	☐	☐	☐
	People in particular age groups	☐	☒	☐	☐
	Groups with particular faiths or beliefs	☒	☐	☐	☐
	Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?				
	Children in Care	☐	☒	☐	☐

		☐	☐	☐	☐

1f	What do you think the overall NEGATIVE impact on groups and communities will be?	None / Minimal	Significant
		☒	☐

1g	Using the screening and information in questions 1e and 1f, should a full assessment be carried out on the project, policy or proposal?	Yes ☐
		No ☒

1h	How have you come to this decision?
	We believe any negative impact of this change will be minimal. There are other collective and individual participation offers to children and young people including: • Access to the annual Children Looked After and Care Leavers Survey • Access to and involvement in the Children in Care Council • Celebration events such as the annual STARS awards for Children Looked After and Care Leavers • The 'Tea Time Chat' and Youth Involvement Project for young people aged 16+ • Focus groups where consultation and feedback takes place around issues affecting Children Looked After and Care Leavers • Child protection meetings • Family conferences • Care planning and review meetings • Assessments

Stage 5: Signature

Role	Name	Date
Lead Officer	Elaine Devaney	19.01.2022
Approver Signatures		

EIA Review Date:	

Further guidance and information on Equality Impact Assessments is available here – http://intranet.oldham.gov.uk/downloads/download/35/equality_impact_assessments

BR1 - Section A

Reference :	CHS-BR1-547
Responsible Officer :	Elaine Devaney
Cabinet Member :	Cllr E Moores
Support Officer :	Elaine Devaney

Service Area :	Children in Care
Budget Reduction Title :	Savings on Targeted Youth Lot 3

Budget Reduction Proposal - Detail and Objectives :
The existing commissioned Target Youth Lot 3 covers a range of specific services including: Return of Missing from Home, Young Carers and Careers Guidance. This contract is up for renewal in March 2023 and we plan to recommission with the expectation of reduced management costs. Targeted Youth Lot 3 Young Carers, Return from Missing, Careers guidance (currently delivered by Positive Steps) - 2022/23 - £480,000 total across multiple activity areas - 2023/24 Saving £22,800 Remaining budget £433,200

2021/22 Service Budget and Establishment	£000
Employees	0
Other Operational Expenses	480
Income	(0)
Total	480

Current Forecast (under) / overspend	0

Number of posts (Full time equivalent)	0.00

	2022/23	2023/24	2024/25
Proposed Budget Reduction (£000)	(25)	(23)	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2022/23 or is it ongoing?	Ongoing

Section B

What impact does the proposal have on the following? :

Property
N/a
Service Delivery
Service delivery should not be impacted as we believe there are management efficiencies to be made within the contract.
Future expected outcomes
New commissioning will focus on improving outcomes.
Organisation
TUPE implications of current employed Positive Steps staff should they not win the new contract.
Workforce
None.
Communities and Service Users
We would need to consult with service users when we recommission.
Oldham Cares
No impact on Oldham Cares.
Other Partner Organisations
Financial sustainability of Positive Steps should they be unsuccessful as they have already lost two Local Authority contracts in the last 12 months (one all age health and the other sexual health and substance misuse of young people – both public health contracts).

Who are the key stakeholders?

Staff	Yes
Elected Members	Yes
Residents	No
Local business community	No
Schools	No
Trade Unions	No
External Partners (if yes please specify below)	Yes
Positive Steps	
Other Council Departments (if yes please specify below)	Yes
Education and Youth services.	
Other (if yes please specify below)	No
N/a	

Benefits to the organisation/staff/customers including performance improvements

Improvement in offer to young carers.
Improvement in missing return rates.
Improved EET rate.
Safe reduction of budget.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Reputational risk to VCSFE sector if contract was let to a non-local VCSFE organisation.	Continued engagement with Positive Steps, Action Together and wider VCSFE organisations about Oldham's ambition for children and partnership development.
Providers struggle to meet reduced financial envelope.	Soft market testing.
N/a	N/a

Key Development and Delivery Milestones:

Milestone	Timeline
Lot 3 project group to be established to review the specification and plan the re-tendering.	June 2022.
Commissioning and retendering process starts.	September 2022.
Awarded.	December 2022.
New contract starts.	April 2023.

Section D

Consultation Required?	Yes

	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	01-Jun-2022	31-Dec-2022

Equality Impact Screening

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

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

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

Section E

Finance Comments
The proposal is to make a reduction of £25,000 in the budget for the 'Support for Vulnerable People' contract (Lot 3), which has a current value of £479,733 it is anticipated that the saving will be achieved by negotiating a reduction in management overheads and expenses rather than a reduction in service specification. The provider has other contracts with the Council but has also seen a reduction as a result of unsuccessful re-tendering bids. The option extends to 2023/24 with a further reduction of £22,800 being proposed.

Signed RO	17-Dec-2021

Signed Finance	20-Dec-2021

Cabinet Member Signature	
Name and Date	Cllr E Moores 17-Jan-2022

Budget Reduction Proposals Deputy Leader and Cabinet Member for Finance & Low Carbon

Cllr A Jabbar

Budget reductions

Responsible Officer :	Anne Ryans
Cabinet Member :	Cllr A Jabbar
Support Officer :	Anne Ryans

BR1 - Section A

Service Area :	Finance
Budget Reduction Title :	Finance Service

Budget Reduction Proposal - Detail and Objectives :

There are opportunities across the Finance Service to reduce non pay budgets:

Insurance - The majority of the non-pay budget is for insurance claims and premiums at £2.284m. These budgets have been reduced considerably over previous financial years, so it is not possible to reduce this budget significantly especially as the market is in a state of flux and premiums and insurance cover is getting harder to source. A most recent review of budget and expected commitments suggests that a saving is possible of £0.150m but this will require careful monitoring.

General Supplies and Services - A review of service budgets has highlighted that there is an opportunity to reduce general supplies and services budgets by £0.059m.

Council Tax Hardship Budget - This budget is used to assist residents facing hardship with Council Tax payments. This budget has not been used in full in previous years and it is estimated that it could be reduced by £0.070m and still meet the needs of those requiring support.

Unity Non-Core Fee - There is a budget to support the undertaking of additional work by the Unity Partnership Revenues and Benefits Service. This could be reduced by £0.100m to support the drive for efficiencies from the service but would require all funds provided for Revenues and Benefits new burdens by the Government Council to be passported to the Revenues and Benefits Service.

2021/22 Service Budget and Establishment

	£000
Employees	5,027
Other Operational Expenses	6,150
Income	(2,714)
Total	8,463

Current Forecast (under) / overspend

	(275)

Number of posts (Full time equivalent)

	103.20

	2022/23	2023/24	2024/25
Proposed Budget Reduction (£000)	(379)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2022/23 or is it ongoing?

	Ongoing

Section B

What impact does the proposal have on the following? :

Property
There will be no impact on property from this proposal.
Service Delivery
There will be no adverse impact on service delivery.
Future expected outcomes
The proposal will contribute to the achievement of the 2022/23 budget reduction targets.
Organisation
There will be no impact on the organisation from this proposal.
Workforce
There is no workforce impact.
Communities and Service Users
There will be no impact on communities and service users from this proposal.
Oldham Cares
There will be no impact on Oldham Cares from this proposal.
Other Partner Organisations
There will be no impact on other partner organisations from this proposal.

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)	No
N/a	
Other Council Departments (if yes please specify below)	No
N/a	
Other (if yes please specify below)	Yes
The Unity Partnership	

Benefits to the organisation/staff/customers including performance improvements

A £0.379m contribution to the achievement of the 2022/23 budget reduction target.

Section C

Key Risks and Mitigations:

Risk	Mitigation
An increase in the costs of insurance claims and premia.	Constant review of the insurance market and rigorous claims management.
Additional funding required to support development in the Revenues and Benefits function.	Reviewing developments and changes to ensure that there are efficiency saving to offset an additional investment resulting in a neutral position.
N/a	N/a

Key Development and Delivery Milestones:

Milestone	Timeline
Proposal scrutinised and considered.	Early 2022.
Review of the insurance position to confirm achievability of the budget reduction.	Early 2022.
Proposal implemented.	April 2022.
N/a	N/a

Section D

Consultation Required?	No

	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

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

Section E

Finance Comments
The four aspects of this budget reduction proposal have been reviewed and are considered achievable from 2022-23 and on a recurrent basis.

Signed RO	17-Dec-2021

Signed Finance	20-Dec-2021

Cabinet Member Signature	
Name and Date	Cllr A Jabbar 17-Jan-2022

Reference :	CEX-BR1-517
Responsible Officer :	Anne Ryans
Cabinet Member :	Cllr A Jabbar
Support Officer :	Anne Ryans

BR1 - Section A

Service Area :	Finance
Budget Reduction Title :	Finance Service - Unity Contract

Budget Reduction Proposal - Detail and Objectives :
Revenues and Benefits – Unity Contract Savings 1) Contract Cost Reduction - External Production of Council Tax and Business Rates Bills: This is largely a printing and postage contract cost reduction. It requires the implementation of the new Digital Mail project and a proactive campaign to promote e-billing amongst Council Tax and Business Rate payers. It requires commitment to such a campaign to reduce paper billing. It is estimated it will take three years to achieve full benefit. There will be no saving in year one whilst the preparatory work is undertaken. The initial target of 30% take up (circa £0.035m savings) could be achieved in year 2 increasing to 60% take up in year 2 (possibly higher) to deliver additional £0.065m savings in Year 3. Cost savings would be generated by a combination of reductions in the use of paper, printing and postage and in year 2, staff costs (1FTE @ £0.024m includes on costs). Profiling of the saving is: Year 1 = £0 Year 2 = £0.035m Year 3 = £0.065m. Overall £0.100m 2) Implement Ask AP – Augmented Intelligence: This is an automated processing initiative which should reduce the number of enquiries coming into the Accounts Receivable and Accounts Payable Team. The technology operates successfully in other organisations but would take some time to undertake a full implementation exercise and embed. Savings will take up to 3 years to achieve full benefit – impact 4 FTE in years 2 and 3 Profiling of the saving is: Year 1 = £0 Year 2 = £0.038m Year 3 = £0.038m. Overall £0.076m

2021/22 Service Budget and Establishment	£000
Employees	0
Other Operational Expenses	3,075
Income	(0)
Total	3,075

Current Forecast (under) / overspend	0

Number of posts (Full time equivalent)	0.00

	2022/23	2023/24	2024/25
Proposed Budget Reduction (£000)	0	(73)	(103)
Proposed Staffing Reductions (FTE)	0.00	2.00	3.00

Is your proposal a "one-off" in 2022/23 or is it ongoing?	Ongoing

Section B

What impact does the proposal have on the following? :

Property
There will be no impact on property from this proposal.
Service Delivery
There should be no adverse impact on service delivery, indeed, customers should see quicker response times.
Future expected outcomes
The proposal will contribute to the achievement of the 2023/24 and 2024/25 budget reduction targets.
Organisation
There will be no impact on the organisation from this proposal.
Workforce
There will be a reduction of 5 FTE over the period 2023/24 and 2024/25 which it is anticipated will be managed via vacancies and the voluntary redundancy process.
Communities and Service Users
There will be no adverse impact on communities and service users from this proposal.
Oldham Cares
There will be no impact on Oldham Cares from this proposal.
Other Partner Organisations
There will be no impact on other partner organisations from this proposal.

Who are the key stakeholders?

Staff	Yes
Elected Members	Yes
Residents	Yes
Local business community	Yes
Schools	No
Trade Unions	Yes
External Partners (if yes please specify below)	Yes
The Unity Partnership Ltd	
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 £0.176m contribution to the achievement of the 2023/24 and 2024/25 budget reduction targets.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Delays in the implementation of the new technology for the Accounts Receivable and Accounts Payable services.	Good project planning and management to keep to the approved timeline.
Take up of e-billing is lower than anticipated.	A good communications campaign to promote the benefits of e-billing.
N/a	N/a

Key Development and Delivery Milestones:

Milestone	Timeline
Proposal scrutinised and considered.	Early 2022.
Preparatory work to take forward both the e-billing and augmented intelligence projects.	April 2022 to March 2023.
Implementation of Augmented Intelligence and e-billing initiatives.	From April 2023.
N/a	N/a

Section D

Consultation Required?	No

	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

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

Section E

Finance Comments
The delivery of the two elements of this budget proposal requires the implementation of changes to procedures and the use of new technology. The success of the preparatory work during 2022/23 will have an influence on the achievability of the budget reduction. This will be closely monitored to ensure the achievement of the budget reduction in full. At this stage there is nothing to indicate it cannot be delivered in line with the profile outlines.

Signed RO	17-Dec-2021

Signed Finance	20-Dec-2021

Cabinet Member Signature	
Name and Date	Cllr A Jabbar 17-Jan-2022

BR1 - Section A

Reference :	CEX-BR1-518
Responsible Officer :	Anne Ryans
Cabinet Member :	Cllr A Jabbar
Support Officer :	Lee Walsh

Service Area :	Finance
Budget Reduction Title :	Treasury Management

Budget Reduction Proposal - Detail and Objectives :

A full review of Treasury Management income and expenditure budgets has been undertaken to examine the assumptions and forecasts underpinning investment interest and external income. It is anticipated that previously unbudgeted income of at least £0.550m can be generated in 2022/23.

In addition there is the realisation (£0.200m) of an increased benefit from the prepayment of the Councils pension contributions to the Greater Manchester Pension Fund (in alignment to the benefit received in 2020/21). Members will recall that the pension contribution prepayment was an approved 2019/20 budget reduction proposal.

2021/22 Service Budget and Establishment

	£000
Employees	0
Other Operational Expenses	11,088
Income	(2,465)
Total	8,623

Current Forecast (under) / overspend

	(5,394)

Number of posts (Full time equivalent)

	0.00

	2022/23	2023/24	2024/25
Proposed Budget Reduction (£000)	(750)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2022/23 or is it ongoing?

	Ongoing

Section B

What impact does the proposal have on the following? :

Property
No impact on property.
Service Delivery
No impact on Service Delivery.
Future expected outcomes
The proposal will contribute to the achievement of the 2022/23 budget reduction target.
Organisation
No impact on the organisation.
Workforce
No impact on the workforce.
Communities and Service Users
No impact on communities and service users.
Oldham Cares
No impact on Oldham Cares.
Other Partner Organisations
No impact on other partner organisations.

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)	Yes
Greater Manchester Pension Fund	
Other Council Departments (if yes please specify below)	No
N/a	
Other (if yes please specify below)	Yes
Investment Counterparties.	

Benefits to the organisation/staff/customers including performance improvements

A £0.750m contribution to the 2022/23 budget reduction target.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Treasury Management Investments carry a level of risk in relation to security of capital, liquidity and level of return.	The Council's Treasury Management Policy sets out how the Council will manage and mitigate these risks.
External factors such as the ongoing Covid19 pandemic may affect future interest rate levels and economic activity with adverse consequences for the cost of borrowing as well as returns from investment.	Interest rates and income forecasts are kept under regular review in order to mitigate this.
External income / interest on investments received is not at the level anticipated.	Budget estimates are risk adjusted meaning a degree of adverse variation can be absorbed. The strategy / approach to calculating the Council's minimum recommended level of General Fund balances is also prepared accordingly.

Key Development and Delivery Milestones:

Milestone	Timeline
Final review of treasury management income forecasts.	January 2022.
Agreement of the budget reduction.	March Council 2022.
N/a	N/a
N/a	N/a

Section D

Consultation Required?	No

	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

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

Section E

Finance Comments
The two elements of this budget reduction are deliverable, based on the outturn for 2020/21 and performance to date in 2021/22.

Signed RO	19-Dec-2021

Signed Finance	20-Dec-2021

Cabinet Member Signature	
Name and Date	Cllr A Jabbar 17-Jan-2022

Additional Information (if required)

£0.550m of the budget reduction will be on-going but there will be a requirement to agree a revised prepayment arrangement from 2023/24 at the time of the next pension triennial revaluation (this has already been allowed for in Medium Term Financial Strategy projections).

BR1 - Section A

Reference :	PPL-BR1-505
Responsible Officer :	Emma Barton
Cabinet Member :	Cllr A Jabbar
Support Officer :	Emma Barton

Service Area :	Corporate Landlord (including Facilities Management)
Budget Reduction Title :	Corporate Landlord and Facilities Management

Budget Reduction Proposal - Detail and Objectives :
This budget proposal is split into two elements: 1) Corporate Landlord - reduce the core fee for the Unity Partnership by 10% - equivalent to £120k per annum Given the reducing asset base linked to the Creating a Better Place (CaBP) programme, this 10% reduction should be in line with asset ownership and management / maintenance regimes. 2) Facilities Management (FM) Services Review - £100k in 2023/24 Work was started on this corporate cross-cutting theme, but it was placed on pause while the "Designing a Sustainable Future" work was accelerated. There is the opportunity to explore service silos providing their own caretaker/cleaning arrangements rather than holistic overview linked to asset management review.

2021/22 Service Budget and Establishment	£000
Employees	628
Other Operational Expenses	10,062
Income	(2,667)
Total	8,023

Current Forecast (under) / overspend	723

Number of posts (Full time equivalent)	26.00

	2022/23	2023/24	2024/25
Proposed Budget Reduction (£000)	(120)	(100)	0
Proposed Staffing Reductions (FTE)	0.00	3.00	0.00

Is your proposal a "one-off" in 2022/23 or is it ongoing?	Ongoing

Section B

What impact does the proposal have on the following? :

Property
None – the reducing asset base is already embedded into the Medium Term Financial Strategy (MTFS) through the CaBP programme.
Service Delivery
See' Additional Information'
Future expected outcomes
None – this will support and help the delivery of CaBP.
Organisation
None.
Workforce
See' Additional Information'
Communities and Service Users
None.
Oldham Cares
None.
Other Partner Organisations
There is some overlap with commissioned services in jointly occupied buildings – there is scope for additional savings to be confirmed.

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)	Yes
Various linked to shared occupation and commissioned FM services	
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

Service delivery enhancements for services using buildings across the corporate estate.
Staff engagement and motivation improved through one team approach and consistency across the corporate estate.
Equality and Inclusion to help with redesign and prioritisation of essential services.

Section C

Key Risks and Mitigations:

Risk	Mitigation
The Creating a Better Place programme does not result in a significant reduction in the Council's property portfolio so not allowing the reductions to take place.	Effective management of the Creating a Better Place programme via existing governance arrangements to ensure programme delivery.
N/a	N/a
N/a	N/a

Key Development and Delivery Milestones:

Milestone	Timeline
Identification of specific items and activities that can be scaled back/ceased.	From 01/04/2022.
Completion of FM Services review to identify savings.	01/04/2023.
N/a	N/a
N/a	N/a

Section D

Consultation Required?	No

	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

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

Section E

Finance Comments
The achievement of this saving is dependent on the reduction of the Council's asset base as part of the wider CaBP programme to enable the reduction of the asset management/maintenance regimes. However, this option is currently expected to be delivered alongside the CaBP savings.

Signed RO	13-Dec-2021

Signed Finance	15-Dec-2021

Cabinet Member Signature	
Name and Date	Cllr A Jabbar 17-Jan-2022

Additional Information (if required)

Impact on Service Delivery:

Given the reducing asset base (CaBP programme), this 10% reduction should be in line with asset ownership and management / maintenance regimes. There is the potential for some disruption while the work programme for property commissioning is reviewed, updated, and reprofiled to align with corporate priorities.

Impact on the Workforce:

The cross cutting FM review will generate line management changes and some grading changes. There is potential for this to impact on staffing levels however, the savings identified across cleaning, caretakers, site supervisors, first response, security etc provides a wide scope to support embedded values and principles into the corporate review.

BR1 - Section A

Reference :	PPL-BR1-512
Responsible Officer :	Dominic Whelan
Cabinet Member :	Cllr A Jabbar
Support Officer :	Dominic Whelan

Service Area :	Unity
Budget Reduction Title :	Information and Communications Technology (ICT)

Budget Reduction Proposal - Detail and Objectives :

There is an on-going review of the Council's Information and Communications Technology (ICT) and this has identified opportunities to deliver revenue budget reductions covering the period 2022/23 to 2024/25. It is therefore proposed that:

- a) The repairs operative commissioned from Xerox will in future cover a reduced period (mornings only) delivering a saving of £0.020m from 2022/23.
- b) The number of Xerox copiers can be reduced by 25% once existing leases expire. This will deliver £0.015m in 2023/24 and an additional £0.015m in 2024/25.
- c) There is a reduction in British Telecom wider area network (WAN) costs in line with the planned reduction in the Council's occupation of its operational estate. This is expected to deliver £0.025m from 2024/25.

2021/22 Service Budget and Establishment

	£000
Employees	227
Other Operational Expenses	4,304
Income	(271)
Total	4,260

Current Forecast (under) / overspend

	(153)

Number of posts (Full time equivalent)

	5.00

	2022/23	2023/24	2024/25
Proposed Budget Reduction (£000)	(20)	(15)	(40)
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

Is your proposal a "one-off" in 2022/23 or is it ongoing?

	Ongoing

Section B

What impact does the proposal have on the following? :

Property
The reduction in Xerox copiers and BT WAN costs is linked to the reduction in the operational estate, which is included in the Creating a Better Place initiative.
Service Delivery
No impact on service delivery is expected.
Future expected outcomes
The delivery of these budget reductions aligns to the delivery of the Council's Creating a Better Place initiative.
Organisation
None.
Workforce
None.
Communities and Service Users
None.
Oldham Cares
None.
Other Partner Organisations
None.

Who are the key stakeholders?

Staff	Yes
Elected Members	Yes
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)	Yes
All - Realignment of the Council's operational footprint	
Other (if yes please specify below)	No
N/a	

Benefits to the organisation/staff/customers including performance improvements

A £0.020m contribution to the achievement of the 2022/23 budget reduction target with further increases in 2023/24 (£0.015m) and 2024/25 (£0.040m).

Section C

Key Risks and Mitigations:

Risk	Mitigation
Faults to copiers may need to wait until the following working day to be attended to.	Copier usage is much reduced due to increased home working and increased use of digital technology.
Increased waiting time for copiers and potential increase in faults due to increased usage.	Impact reduced by home working and also increased use of digital technology.
N/a	N/a

Key Development and Delivery Milestones:

Milestone	Timeline
Agreement of new arrangements for repairs to copiers.	Before the end of March 2022.
N/a	N/a
N/a	N/a
N/a	N/a

Section D

Consultation Required?	No

	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

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

Section E

Finance Comments
The delivery of the budget reductions will be deliverable given the new operating arrangements of the Council and the planned development of the Creating a Better Place initiative.

Signed RO	19-Dec-2021

Signed Finance	20-Dec-2021

Cabinet Member Signature	
Name and Date	Cllr A Jabbar 17-Jan-2022

Appendix 7 - Budget Position 2022/23 post Budget Proposals

	2022/23 £000
Prior Year Net Revenue Budget	237,349
2022/23 Adjustments to the Base Budget	
Adjustment for one off expenditure in 2021/22 - Covid Legacy	(7,737)
Adjustment for one off expenditure in 2021/22 - Domestic Abuse Safe Accommodation Grant	(578)
Adjustment for Housing Benefit Administration Grant	0
Flexible use of Capital Receipts 2021/22	2,000
Reversal of Use of Reserves	16,830
Reduction in contribution to partners	(200)
Procurement Framework	(506)
Treasury Management Income	(1,512)
Total Adjustments to the Base Budget	8,297
Revised Base Position	245,646
Expenditure Adjustments	
2021/22 Unachieved Savings	499
Investment Fund	(3,766)
Pay Inflation	1,500
National Insurance / Health and Social Care Levy Increases	990
Contractual and Service Inflation	2,630
Energy Price Inflation	1,500
Dedicated Schools Grant - Inherited Liabilities	212
Home to School Transport - additional costs	750
Children's Social Care - additional service pressures	1,400
Development of the Systems and Service Intelligence Team for Children's, Adults and Education Services	872
Adult Social Care Pressures	2,764
Expenditure funded by Adult Social Care Precept (ASCP) - Including £1m to fund the Living Wage	2,026
Foundation National Living Wage	
Adult Social Care Reform – Impact of Market Sustainability and Fair Cost of Reform Fund	758
Increased expenditure funded by the passporting of Public Health Grant	164
Revenues and Benefits Service New Burdens	13
Organisational Redesign	1,300
Increase in the budget to reflect the cost of the Procurement function	250
Covid Legacy Costs	12,000
Up-front Investment to Support 2023/24 Budget Reductions	405
Revised Parish Precept	14
Total Expenditure Adjustments	26,281
Development Fund / Political Priorities	
Clean Street Initiative	1,000
District Partnership Working	300
Improved Customer Engagement	200
District Youth Work	80
Queen's Jubilee Celebrations	100
Total Development Fund	1,680
Impact of Levies and Contributions	
GMCA - Waste Disposal Levy	282
GMCA - Transport Levy	0
GMCA - Transport Statutory Charge	(17)
Contributions to GM-Wide Activities	0
Environment Agency Levy	2
Total Impact of Levies	267
Total Expenditure	273,874

	2022/23 £000
Funded By:	
Government Grant	
Business Rates Top Up	(42,439)
Improved Better Care Fund Grant	(11,187)
Social Care Support Grant	(12,132)
Lower Tier Services Support Grant	(428)
Independent Living Fund Grant	(2,580)
Housing Benefit Administration Grant	(824)
Council Tax Administration Grant	(371)
New Homes Bonus Grant	(562)
2022/23 Services Grant	(4,467)
Revenues and Benefits Service New Burdens	(13)
Market Sustainability and Fair Cost of Care Fund	(758)
Total Government Grant Funding	(75,761)
Locally Generated Income - Business Rates	
Retained Business Rates	(51,850)
Grant in Lieu of Business Rates	(19,471)
Total Business Rates Income	(71,321)
Locally Generated Income - Council Tax	
Council Tax Income - General Purposes	(90,383)
Adult Social Care Precept 2016/17	(1,600)
Adult Social Care Precept 2017/18	(1,660)
Adult Social Care Precept 2018/19	(1,726)
Adult Social Care Precept 2019/20	(1,795)
Adult Social Care Precept 2020/21	(1,866)
Adult Social Care Precept 2021/22	(1,922)
Adult Social Care Precept 2022/23	(1,980)
Parish Precepts	(314)
Total Council Tax Income	(103,246)
Collection Fund Deficit (2020/21)	2,192
Collection Fund Surplus (2021/22)	(1,307)
Total Collection Fund (excluding the impact of business rates reliefs)	885
Total Funding	(249,443)
Budget Reduction Requirement	24,431
Collection Fund Deficit – Impact of Business Rates Reliefs	13,092
Adjusted Budget Reduction Requirement	37,523
2021/22 Approved Budget Reductions	(5,467)
2022/23 Proposed Budget Reductions	(6,268)
Flexible Use of Capital Receipts	
Flexible use of Capital Receipts 2022/23	(2,500)
Total Flexible Use of Capital Receipts	(2,500)
Reserves	
Use of Reserves - Collection Fund Deficit - Impact of Business Rates Reliefs	(13,092)
Transfer to Reserves - GMCA 100% Pilot Gain	1,710
Organisational Redesign	(1,300)
Queen's Jubilee Celebrations	(100)
Up-front Investment to Support Budget Reductions	(405)
General Use of Reserves	(10,101)
Total Use of Reserves	(23,288)
Net Gap/Budget Reduction Requirement	0

Page 147

	2021/22 CHARGES					PROPOSED 2022/23 CHARGES					NET VARIANCE FROM PREVIOUS YEAR EXCLUDING VAT	
DESCRIPTION OF FEES	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		% CHANGE	£ CHANGE EXCL. VAT
REGISTRARS, BIRTHS, DEATHS AND MARRIAGE DUTIES												
OPTIONAL SAME DAY CERTIFICATE SERVICE (24 hrs)	35.00	N	0.00	35.00		35.00	N	0.00	35.00		0.0%	0.00
• Room Hire (Green Room) per half day	45.00	N	0.00	45.00		45.00	N	0.00	45.00		0.0%	0.00
CERTIFICATES												
• Birth, Death, Marriage, Civil Partnership - Issued on day	11.00	N	0.00	11.00		11.00	N	0.00	11.00		0.0%	0.00
NOTICE OF MARRIAGE OR CIVIL PARTNERSHIP												
• Notice of Marriage or Civil Partnership	35.00	N	0.00	35.00		35.00	N	0.00	35.00		0.0%	0.00
OTHER FEES												
• Locally authorised corrections on birth, marriage or death registration form	75.00	N	0.00	75.00		75.00	N	0.00	75.00		0.0%	0.00
• Corrections on birth, marriage or death registration forms requiring General Register Office (GRO) authorisation	90.00	N	0.00	90.00		90.00	N	0.00	90.00		0.0%	0.00
• Changing birth name within the first 12 months	40.00	N	0.00	40.00		40.00	N	0.00	40.00		0.0%	0.00
• Local clearance of foreign divorce	50.00	N	0.00	50.00		50.00	N	0.00	50.00		0.0%	0.00
• GRO clearance of foreign divorce	75.00	N	0.00	75.00		75.00	N	0.00	75.00		0.0%	0.00
• Application for waiver of statutory waiting period for marriage	60.00	N	0.00	60.00		60.00	N	0.00	60.00		0.0%	0.00
WEDDING AND FUNERALS AT EXTERNAL VENUES												
REGISTRAR FEES FOR WEDDINGS												
• Monday to Thursday	375.00	N	0.00	375.00		384.00	N	0.00	384.00		2.4%	9.00
• Fridays and Saturdays	392.00	N	0.00	392.00		394.00	N	0.00	394.00		0.5%	2.00
• Sundays and Bank Holidays	445.00	N	0.00	445.00		449.00	N	0.00	449.00		0.9%	4.00
REGISTRAR FEES FOR CIVIL FUNERALS												
• Civil Funeral	140.00	N	0.00	140.00		150.00	N	0.00	150.00		7.1%	10.00
• Civil Funeral for Still Births	No Charge	N	0.00	No Charge		No Charge	N	0.00	No Charge		0.0%	0.00
PROVISIONAL BOOKING FEE												
• Non refundable deposit for all provisional bookings for ceremonies	40.00	N	0.00	40.00		45.00	N	0.00	45.00		12.5%	5.00

	2021/22 CHARGES					PROPOSED 2022/23 CHARGES					NET VARIANCE FROM PREVIOUS YEAR EXCLUDING VAT	
DESCRIPTION OF FEES	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		% CHANGE	£ CHANGE EXCL. VAT
REGISTER OFFICE CEREMONIES AT CHADDERTON TOWN HALL												
WEDDINGS / CIVIL CEREMONIES TUESDAY - THURSDAY												
• Register Office (party max 6)	46.00	N	0.00	46.00		46.00	N	0.00	46.00		0.0%	0.00
• Chadderton Town Hall - Green Room (max 20) - Monday to Thursday	102.50	Y	20.50	123.00		107.50	Y	21.50	129.00		4.9%	5.00
• Chadderton Town Hall - Oak Room (max 100)	156.67	Y	31.33	188.00		156.67	Y	31.33	188.00		0.0%	0.00
• Champagne Toast - Register Office (per person)	7.08	Y	1.42	8.50		7.08	Y	1.42	8.50		0.0%	0.00
WEDDINGS / CIVIL CEREMONIES FRIDAY & SATURDAY (AM)												
• Green Room (party max 20) Chadderton Town Hall	112.50	Y	22.50	135.00		115.83	Y	23.17	139.00		3.0%	3.33
• Oak Room – Former Council Chamber (party max 100) Chadderton Town Hall	175.00	Y	35.00	210.00		178.33	Y	35.67	214.00		1.9%	3.33
WEDDINGS / CIVIL CEREMONIES SATURDAY (PM)												
• Weddings at Chadderton Town Hall - Green or Oak Room	325.00	Y	65.00	390.00		330.00	Y	66.00	396.00		1.5%	5.00
• Civil Partnerships at Chadderton Town Hall - Green or Oak Room	325.00	Y	65.00	390.00		330.00	Y	66.00	396.00		1.5%	5.00
WEDDINGS / CIVIL CEREMONIES SUNDAYS AND BANK HOLIDAYS												
• Weddings at Chadderton Town Hall - Green or Oak Room	366.67	Y	73.33	440.00		370.83	Y	74.17	445.00		1.1%	4.16
• Civil Partnerships at Chadderton Town Hall - Green or Oak Room	366.67	Y	73.33	440.00		370.83	Y	74.17	445.00		1.1%	4.16
BABY NAMING CEREMONIES												
• Tuesday – Saturday am at Chadderton Town Hall	145.83	Y	29.17	175.00		154.17	Y	30.83	185.00		5.7%	8.34
• Saturday pm or External Venues	190.00	Y	38.00	228.00		195.83	Y	39.17	235.00		3.1%	5.83
• Sundays and Bank Holidays	250.00	Y	50.00	300.00		258.33	Y	51.67	310.00		3.3%	8.33
REAFFIRMATION OF VOWS												
• Tuesday – Saturday am at Chadderton Town Hall	145.83	Y	29.17	175.00		154.17	Y	30.83	185.00		5.7%	8.34
• Saturday pm or External Venues	190.00	Y	38.00	228.00		195.83	Y	39.17	235.00		3.1%	5.83
• Sundays and Bank Holidays	250.00	Y	50.00	300.00		258.33	Y	51.67	310.00		3.3%	8.33
CITIZENSHIP CEREMONIES												
• Individual Citizenship Ceremonies	90.00	N	0.00	90.00		95.00	N	0.00	95.00		5.6%	5.00
• Public Citizenship Ceremonies	85.00	N	0.00	85.00		85.00	N	0.00	85.00		0.0%	0.00

	2021/22 CHARGES					PROPOSED 2022/23 CHARGES					NET VARIANCE FROM PREVIOUS YEAR EXCLUDING VAT	
DESCRIPTION OF FEES	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		% CHANGE	£ CHANGE EXCL. VAT
LIBRARIES, LEISURE AND CULTURE												
LIBRARY CARD												
• Adults	2.00	N	0.00	2.00		2.00	N	0.00	2.00		0.0%	0.00
• Concession	1.00	N	0.00	1.00		1.00	N	0.00	1.00		0.0%	0.00
• Book Reservations	FREE	N	0.00	FREE		FREE	N	0.00	FREE		0.0%	0.00
• Inter Library Reservations	6.00	N	0.00	6.00		6.00	N	0.00	6.00		0.0%	0.00
• Loan of Music Score (£20 plus supplier costs)	20.00 - 100.00	N	0.00	20.00 - 100.00		20.00 - 100.00	N	0.00	20.00 - 100.00		0.0%	0.00
• Loan of Play Sets	15.00	N	0.00	15.00		15.00	N	0.00	15.00		0.0%	0.00
PHOTOCOPYING AND PRINTING												
• A4 B&W	0.20	N	0.00	0.20		0.20	N	0.00	0.20		0.0%	0.00
• A4 Colour	1.00	N	0.00	1.00		1.00	N	0.00	1.00		0.0%	0.00
• A3 B&W	0.30	N	0.00	0.30		0.30	N	0.00	0.30		0.0%	0.00
• A3 Colour	1.50	N	0.00	1.50		1.50	N	0.00	1.50		0.0%	0.00
FAX												
• Send - All £1.00 first sheet, 0.50p per subsequent sheet	1.00	N	0.00	1.00		1.00	N	0.00	1.00		0.0%	0.00
• Receive - All	1.00	N	0.00	1.00		1.00	N	0.00	1.00		0.0%	0.00
LIBRARIES ROOM HIRE												
• Performance Space Oldham Library	25.00	N	0.00	25.00		25.00	N	0.00	25.00		0.0%	0.00
• Meeting Rooms	12.50	N	0.00	12.50		12.50	N	0.00	12.50		0.0%	0.00
• Sensory Room - Public bookings for half an hour slot	3.00	N	0.00	3.00		3.00	N	0.00	3.00		0.0%	0.00
• Sensory Room - Themed session - price per child attending	3.00	N	0.00	3.00		3.00	N	0.00	3.00		0.0%	0.00
• Sensory Room - Group bookings for one hour slots	10.00	N	0.00	10.00		10.00	N	0.00	10.00		0.0%	0.00
• Sensory Room - Book Bag Session	30.00	N	0.00	30.00		30.00	N	0.00	30.00		0.0%	0.00
• Sensory Room - Schools and private settings annual subscription offer- includes two sessions per month, incorporating two book bag sessions	215.00	N	0.00	215.00		215.00	N	0.00	215.00		0.0%	0.00
FINES												
• Books, DVDs, CD ROMS per day	No Charge	N	0.00	No Charge		No Charge	N	0.00	No Charge		0.0%	0.00

Page 4 of 5

	2021/22 CHARGES					PROPOSED 2022/23 CHARGES					NET VARIANCE FROM PREVIOUS YEAR EXCLUDING VAT	
DESCRIPTION OF FEES	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		% CHANGE	£ CHANGE EXCL. VAT
OLDHAM THEATRE WORKSHOP												
ACTING & DEVISING WORKSHOP												
• In Oldham	55.00	N	0.00	55.00		55.65	N	0.00	55.65		1.2%	0.65
• In Oldham on benefit	30.00	N	0.00	30.00		30.45	N	0.00	30.45		1.5%	0.45
• Outside Oldham	70.00	N	0.00	70.00		72.45	N	0.00	72.45		3.5%	2.45
• Outside Oldham on benefit	40.00	N	0.00	40.00		38.85	N	0.00	38.85		-2.9%	-1.15
CREATE A PERFORMANCE												
• In Oldham	70.00	N	0.00	70.00		73.50	N	0.00	73.50		5.0%	3.50
• In Oldham on benefit	35.00	N	0.00	35.00		36.75	N	0.00	36.75		5.0%	1.75
• Outside Oldham	88.00	N	0.00	88.00		92.40	N	0.00	92.40		5.0%	4.40
• Outside Oldham on benefit	48.00	N	0.00	48.00		50.40	N	0.00	50.40		5.0%	2.40
IMAGINEERS												
• In Oldham	48.00	N	0.00	48.00		48.30	N	0.00	48.30		0.6%	0.30
• In Oldham on benefit	25.00	N	0.00	25.00		25.20	N	0.00	25.20		0.8%	0.20
• Outside Oldham	63.00	N	0.00	63.00		64.05	N	0.00	64.05		1.7%	1.05
• Outside Oldham on benefit	32.00	N	0.00	32.00		32.55	N	0.00	32.55		1.7%	0.55
SHOW (SUMMER AND CHRISTMAS)												
• In Oldham	105.00	N	0.00	105.00		106.05	N	0.00	106.05		1.0%	1.05
• In Oldham on benefit	52.00	N	0.00	52.00		53.55	N	0.00	53.55		3.0%	1.55
• Outside Oldham	120.00	N	0.00	120.00		123.90	N	0.00	123.90		3.3%	3.90
• Outside Oldham on benefit	60.00	N	0.00	60.00		61.95	N	0.00	61.95		3.3%	1.95
SHOW (SUMMER SMALLER SHOW)												
• In Oldham	85.00	N	0.00	85.00		89.25	N	0.00	89.25		5.0%	4.25
• In Oldham on benefit	45.00	N	0.00	45.00		47.25	N	0.00	47.25		5.0%	2.25
• Outside Oldham	95.00	N	0.00	95.00		99.75	N	0.00	99.75		5.0%	4.75
• Outside Oldham on benefit	50.00	N	0.00	50.00		52.50	N	0.00	52.50		5.0%	2.50
• Summer Holiday Show in a Week one price for all	70.00	N	0.00	70.00		73.50	N	0.00	73.50		5.0%	3.50
• Actors House - Once a year one price for all	35.00	N	0.00	35.00		31.50	N	0.00	31.50		-10.0%	-3.50
• Making Trails		New Service from 2022/23				31.50	N	0.00	31.50			31.50
• Adult Group		New Service from 2022/23				31.50	N	0.00	31.50			31.50
SHOW TICKET PRICE												
• In Oldham	12.00	N	0.00	12.00		9.45	N	0.00	9.45		-21.3%	-2.55
• In Oldham on benefit	8.00	N	0.00	8.00		6.30	N	0.00	6.30		-21.3%	-1.70
• Outside Oldham	12.00	N	0.00	12.00		9.45	N	0.00	9.45		-21.3%	-2.55
• Outside Oldham on benefit	8.00	N	0.00	8.00		6.30	N	0.00	6.30		-21.3%	-1.70
• Oldham Theatre Workshop Studio (family and friends of young people who are cast members)	2.00	N	0.00	2.00		2.10	N	0.00	2.10		5.0%	0.10

	2021/22 CHARGES					PROPOSED 2022/23 CHARGES					NET VARIANCE FROM PREVIOUS YEAR EXCLUDING VAT	
DESCRIPTION OF FEES	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		% CHANGE	£ CHANGE EXCL. VAT
One price shows		New Service from 2022/23				7.35	N	0.00	7.35			7.35
LOCAL STUDIES & ARCHIVES												
LOCAL STUDIES LIBRARY												
• Photocopying	0.20-1.20	N	0.00	0.20-1.20		0.20-1.20	N	0.00	0.20-1.20		0.0%	0.00
• Photocopying of Archives	0.50-2.10	N	0.00	0.50-2.10		0.50-2.10	N	0.00	0.50-2.10		0.0%	0.00
• Microfiche	0.80-1.60	N	0.00	0.80-1.60		0.80-1.60	N	0.00	0.80-1.60		0.0%	0.00
• Use of Digital Camera	6.00-12.00	N	0.00	6.00-12.00		6.00-12.00	N	0.00	6.00-12.00		0.0%	0.00
• OS 25" Map Copies	12.00	N	0.00	12.00		12.00	N	0.00	12.00		0.0%	0.00
• Lectures	30.00	N	0.00	30.00		30.00	N	0.00	30.00		0.0%	0.00
• Research	6.00-35.00	N	0.00	6.00-35.00		6.00-35.00	N	0.00	6.00-35.00		0.0%	0.00
• Copies of photographs	6.00	N	0.00	6.00		6.00	N	0.00	6.00		0.0%	0.00
REPRODUCTION												
• Books, periodicals, e-books, CD-Roms	30.00-120.00	N	0.00	30.00-120.00		30.00-120.00	N	0.00	30.00-120.00		0.0%	0.00
• Presentations and internal reports	60.00-120.00	N	0.00	60.00-120.00		60.00-120.00	N	0.00	60.00-120.00		0.0%	0.00
• Advertising in newspapers and periodicals	60.00-120.00	N	0.00	60.00-120.00		60.00-120.00	N	0.00	60.00-120.00		0.0%	0.00
• Television	60.00-700.00	N	0.00	60.00-700.00		60.00-700.00	N	0.00	60.00-700.00		0.0%	0.00
• Videos DVD's and films	120.00-240.00	N	0.00	120.00-240.00		120.00-240.00	N	0.00	120.00-240.00		0.0%	0.00
• Exhibitions	60.00	N	0.00	60.00		60.00	N	0.00	60.00		0.0%	0.00
• Interior Decoration of commercial premises	60.00	N	0.00	60.00		60.00	N	0.00	60.00		0.0%	0.00
OLDHAM GALLERY												
OLDHAM GALLERY ROOM HIRE												
• Education Suite Per hour	22.50	N	0.00	22.50		22.50	N	0.00	22.50		0.0%	0.00
• Education Suite - Out of Hours	Price on Arrangement	N	0.00	Price on Arrangement		Price on Arrangement	N	0.00	Price on Arrangement			
• Gallery Per Hour	Price on Arrangement	N	0.00	Price on Arrangement		Price on Arrangement	N	0.00	Price on Arrangement			
• All Gallery	Price on Arrangement	N	0.00	Price on Arrangement		Price on Arrangement	N	0.00	Price on Arrangement			
GALLERY OLDHAM LEARNING ACTIVITIES												
• School's workshop	100.00	N	0.00	100.00		100.00	N	0.00	100.00		0.0%	0.00
• Go Explorers (toddlers sessions) - child charge	3.50	N	0.00	3.50		3.50	N	0.00	3.50		0.0%	0.00
• Adult Art & Craft class	20.00	N	0.00	20.00		20.00	N	0.00	20.00		0.0%	0.00
• Small Cinema ticket	2.50	Y	0.50	3.00		2.50	Y	0.50	3.00		0.0%	0.00
• Loan Boxes		New Service from 2022/23				50.00	N	0.00	50.00			50.00

Page 4 of 2

	2021/22 CHARGES					PROPOSED 2022/23 CHARGES					NET VARIANCE FROM PREVIOUS YEAR EXCLUDING VAT	
DESCRIPTION OF FEES	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		% CHANGE	£ CHANGE EXCL. VAT
MUSIC CENTRE												
MUSIC CENTRE ACTIVITIES (Membership Fees - Academic year charges September to August annually)												
• Tuition Fees per term	49.00	N	0.00	49.00		50.50	N	0.00	50.50		3.1%	1.50
• Tuition Fees Additional siblings per term	40.50	N	0.00	40.50		41.70	N	0.00	41.70		3.0%	1.20
• Tuition Fees Pre-school per term	54.50	N	0.00	54.50		56.00	N	0.00	56.00		2.8%	1.50
• Tuition Fees Adults per term	57.00	N	0.00	57.00		58.50	N	0.00	58.50		2.6%	1.50
• Tuition Fees Additional Groups per term	57.00	N	0.00	57.00		58.50	N	0.00	58.50		2.6%	1.50
• Letting of rooms (public) per hour per term	53.00	N	0.00	53.00		55.00	N	0.00	55.00		3.8%	2.00
• Letting of rooms (exam board) per day per term	182.00	N	0.00	182.00		188.00	N	0.00	188.00		3.3%	6.00
SERVICES DELIVERED IN SCHOOLS (Academic year charges September to August annually)												
• Whole Class Instrumental Tuition (WCIT)	2,470.00	N	0.00	2,470.00		2,530.00	N	0.00	2,530.00		2.4%	60.00
• Ongoing Opportunities (first 30 mins)	FREE	N	0.00	FREE		FREE	N	0.00	FREE		0.0%	0.00
• Ongoing Opportunities (additional 30 min blocks)	1,035.00	N	0.00	1,035.00		1,065.00	N	0.00	1,065.00		2.9%	30.00
• Hands and Voices	2,065.00	N	0.00	2,065.00		2,125.00	N	0.00	2,125.00		2.9%	60.00
• Tune-in to Talking	2,065.00	N	0.00	2,065.00		2,125.00	N	0.00	2,125.00		2.9%	60.00
• Music Therapy	2,065.00	N	0.00	2,065.00		2,125.00	N	0.00	2,125.00		2.9%	60.00
• Pre-WCIT Class Music	2,065.00	N	0.00	2,065.00		2,125.00	N	0.00	2,125.00		2.9%	60.00
• Curriculum KS2 Class Music	2,065.00	N	0.00	2,065.00		2,125.00	N	0.00	2,125.00		2.9%	60.00
• Musical Beginnings (pre-school music classes)	2,065.00	N	0.00	2,065.00		2,125.00	N	0.00	2,125.00		2.9%	60.00
• Choir/Band/Ensemble rehearsals	2,065.00	N	0.00	2,065.00		2,125.00	N	0.00	2,125.00		2.9%	60.00
• Small Group instrumental/vocal tuition	2,065.00	N	0.00	2,065.00		2,125.00	N	0.00	2,125.00		2.9%	60.00
OUTDOOR EDUCATION												
PROVISION OF INSTRUCTORS FOR ACTIVITIES OLDHAM SCHOOLS, ACADEMIES WITH SERVICE LEVEL AGREEMENTS (SLA'S) & INTEGRATED YOUTH SERVICE (IYS)												
• Environmental Education Course fee per group excludes transport to/ from centre per day	283.00	N	0.00	283.00		290.00	N	0.00	290.00		2.5%	7.00
• Environmental Education Course fee per group excludes transport to/ from centre per half day	155.25	N	0.00	155.25		158.50	N	0.00	158.50		2.1%	3.25
• Outdoor Education activities per instructor includes equipment & minibus to/from & during activities per day	203.50	N	0.00	203.50		207.50	N	0.00	207.50		2.0%	4.00
• Outdoor Education activities per instructor includes equipment & minibus to/from & during activities per half day	128.50	N	0.00	128.50		131.00	N	0.00	131.00		1.9%	2.50

	2021/22 CHARGES					PROPOSED 2022/23 CHARGES					NET VARIANCE FROM PREVIOUS YEAR EXCLUDING VAT	
DESCRIPTION OF FEES	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		% CHANGE	£ CHANGE EXCL. VAT
• Use of minibus by groups for activities not associated with the Service	80.00	N	0.00	80.00		81.50	N	0.00	81.50		1.9%	1.50
OTHER GROUPS INCLUDING ACADEMIES WITHOUT SLA'S												
• Environmental Education Course fee per group excludes transport to/ from centre per day	341.00	Y	68.20	409.20		350.00	Y	70.00	420.00		2.6%	9.00
• Outdoor Education activities per instructor includes equipment & minibus during activities but excludes transport to/ from Centre per day	341.00	Y	68.20	409.20		350.00	Y	70.00	420.00		2.6%	9.00
• Outdoor Education activities per instructor includes equipment & minibus during activities but excludes transport to/ from Centre per half day	193.00	Y	38.60	231.60		197.00	Y	39.40	236.40		2.1%	4.00
RESIDENTIAL CHARGES PER PERSON PER NIGHT												
OLDHAM SCHOOLS, ACADEMIES WITH SLA'S & IYS												
• Castleshaw Primary pupil accommodation	5.15	Y	1.03	6.18		5.25	Y	1.05	6.30		1.9%	0.10
• Castleshaw Secondary pupil accommodation	8.05	Y	1.61	9.66		8.20	Y	1.64	9.84		1.9%	0.15
• Castleshaw Adult accommodation	10.30	Y	2.06	12.36		10.50	Y	2.10	12.60		1.9%	0.20
• Castleshaw Laundry	2.92	Y	0.58	3.50		3.00	Y	0.60	3.60		2.7%	0.08
• Castleshaw Camping - Per Person, Per night	5.00	Y	1.00	6.00		5.00	Y	1.00	6.00		0.0%	0.00
OTHER GROUPS INCLUDING ACADEMIES WITHOUT SLA'S												
• Castleshaw - Under 12 years accommodation	8.33	Y	1.67	10.00		8.50	Y	1.70	10.20		2.0%	0.17
• Castleshaw - Under 16 years accommodation	9.71	Y	1.94	11.65		10.00	Y	2.00	12.00		3.0%	0.29
• Castleshaw - Adult accommodation	13.92	Y	2.78	16.70		14.17	Y	2.83	17.00		1.8%	0.25
• Castleshaw Laundry	2.92	Y	0.58	3.50		3.00	Y	0.60	3.60		2.7%	0.08
• Castleshaw Camping - Per Person, Per night	5.00	Y	1.00	6.00		5.00	Y	1.00	6.00		0.0%	0.00
CATERING PER PERSON												
OLDHAM SCHOOLS, ACADEMIES WITH SLA'S & IYS												
• Castleshaw Breakfast - Under 12 years	2.56	N	0.00	2.56		2.61	N	0.00	2.61		2.0%	0.05
• Castleshaw Packed lunch - Under 12 years	4.12	N	0.00	4.12		4.20	N	0.00	4.20		1.9%	0.08
• Castleshaw Evening meal - Under 12 years	4.93	N	0.00	4.93		5.03	N	0.00	5.03		2.0%	0.10
• Castleshaw Breakfast - Under 16 years	3.03	N	0.00	3.03		3.10	N	0.00	3.10		2.3%	0.07
• Castleshaw Packed lunch - Under 16 years	4.50	N	0.00	4.50		4.59	N	0.00	4.59		2.0%	0.09
• Castleshaw Evening meal - Under 16 years	5.20	N	0.00	5.20		5.30	N	0.00	5.30		1.9%	0.10
• Castleshaw Breakfast - Adult	3.82	N	0.00	3.82		3.89	N	0.00	3.89		1.8%	0.07
• Castleshaw Packed lunch - Adult	5.20	N	0.00	5.20		5.30	N	0.00	5.30		1.9%	0.10
• Castleshaw Evening meal - Adult	7.57	N	0.00	7.57		7.67	N	0.00	7.67		1.3%	0.10

	2021/22 CHARGES					PROPOSED 2022/23 CHARGES					NET VARIANCE FROM PREVIOUS YEAR EXCLUDING VAT	
DESCRIPTION OF FEES	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		% CHANGE	£ CHANGE EXCL. VAT
OTHER GROUPS INCLUDING ACADEMIES WITHOUT SLA'S												
• Castleshaw Breakfast - Under 12 years	2.56	Y	0.51	3.07		2.61	Y	0.52	3.13		2.0%	0.05
• Castleshaw Packed lunch - Under 12 years	4.12	Y	0.82	4.94		4.20	Y	0.84	5.04		1.9%	0.08
• Castleshaw Evening meal - Under 12 years	4.93	Y	0.99	5.92		5.03	Y	1.01	6.04		2.0%	0.10
• Castleshaw Breakfast - Under 16 years	3.03	Y	0.61	3.64		3.10	Y	0.62	3.72		2.3%	0.07
• Castleshaw Packed lunch - Under 16 years	4.50	Y	0.90	5.40		4.59	Y	0.92	5.51		2.0%	0.09
• Castleshaw Evening meal - Under 16 years	5.20	Y	1.04	6.24		5.30	Y	1.06	6.36		1.9%	0.10
• Castleshaw Breakfast - Adult	3.82	Y	0.76	4.58		3.89	Y	0.78	4.67		1.8%	0.07
• Castleshaw Packed lunch - Adult	5.20	Y	1.04	6.24		5.30	Y	1.06	6.36		1.9%	0.10
• Castleshaw Evening meal - Adult	7.57	Y	1.51	9.08		7.67	Y	1.53	9.20		1.3%	0.10
• Castleshaw Cooked lunch (if available) - Adult	7.57	Y	1.51	9.08		7.67	Y	1.53	9.20		1.3%	0.10
VARIOUS OTHER CHARGES												
OLDHAM SCHOOLS, ACADEMIES WITH SLA'S & IYS												
• Castleshaw - Daily hire of centre	227.10	N	0.00	227.10		233.34	N	0.00	233.34		2.7%	6.24
• Castleshaw - meeting room hire per half day	68.25	N	0.00	68.25		70.00	N	0.00	70.00		2.6%	1.75
• Castleshaw - meeting room hire per day	136.60	N	0.00	136.60		140.00	N	0.00	140.00		2.5%	3.40
• Castleshaw - yurt hire per half day	68.25	N	0.00	68.25		70.00	N	0.00	70.00		2.6%	1.75
• Castleshaw - yurt hire per day	136.60	N	0.00	136.60		140.00	N	0.00	140.00		2.5%	3.40
• Under occupancy	5.15	N	0.00	5.15		5.25	N	0.00	5.25		1.9%	0.10
• Castleshaw Refreshments	2.94	N	0.00	2.94		3.00	N	0.00	3.00		2.0%	0.06
• Transport	210.50	N	0.00	210.50		215.00	N	0.00	215.00		2.1%	4.50
OTHER GROUPS INCLUDING ACADEMIES WITHOUT SLA'S												
• Castleshaw - Daily hire of centre	227.10	Y	45.42	272.52		233.34	Y	46.67	280.01		2.7%	6.24
• Castleshaw - meeting room hire per half day	68.25	Y	13.65	81.90		70.00	Y	14.00	84.00		2.6%	1.75
• Castleshaw - meeting room hire per day	136.60	Y	27.32	163.92		140.00	Y	28.00	168.00		2.5%	3.40
• Castleshaw - yurt hire per half day	68.25	Y	13.65	81.90		70.00	Y	14.00	84.00		2.6%	1.75
• Castleshaw - yurt hire per day	136.60	Y	27.32	163.92		140.00	Y	28.00	168.00		2.5%	3.40
• Under occupancy	8.33	Y	1.67	10.00		8.50	Y	1.70	10.20		2.0%	0.17
• Castleshaw booking deposit	150.00	Y	30.00	180.00		150.00	Y	30.00	180.00		0.0%	0.00
• Castleshaw Refreshments	2.94	Y	0.59	3.53		3.00	Y	0.60	3.60		2.0%	0.06
• Transport	285.00	N	0.00	285.00		290.00	N	0.00	290.00		1.8%	5.00
SCHOOL SWIMMING SERVICE												
• Swimming session - 30 minutes per week x 38 weeks	2,791.00	N	0.00	2,791.00		2,875.00	N	0.00	2,875.00		3.0%	84.00

	2021/22 CHARGES					PROPOSED 2022/23 CHARGES					NET VARIANCE FROM PREVIOUS YEAR EXCLUDING VAT	
DESCRIPTION OF FEES	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		% CHANGE	£ CHANGE EXCL. VAT
STUDY SUPPORT												
• Schools Linking Project Core Offer April - March	1,470.00	N	0.00	1,470.00		1,500.00	N	0.00	1,500.00		2.0%	30.00
Children University Annual Membership Fee September - July												
• Primary School	396.00	N	0.00	396.00		396.00	N	0.00	396.00		0.0%	0.00
• Secondary School	550.00	N	0.00	550.00		550.00	N	0.00	550.00		0.0%	0.00
Laticzone Alternative Provision												
• 1-1 Provision per student per day	225.00	Y	45.00	270.00		225.00	Y	45.00	270.00		0.0%	0.00
• Group of 4 (Charge per student per day)	113.00	Y	22.60	135.60		113.00	Y	22.60	135.60		0.0%	0.00
LIFELONG LEARNING												
LIFELONG LEARNING COURSE FEES (academic year charges)												
• Some courses and room hires will be individually priced and will fall outside the hourly rate.												
TUITION FEES ADULT EDUCATION BUDGET (AEB) - GREATER MANCHESTER RESIDENTS												
• Engagement courses	FREE	N	0.00	FREE		FREE	N	0.00	FREE		0.0%	0.00
• Get Oldham Working - A range of free courses are available for eligible learners	FREE	N	0.00	FREE		FREE	N	0.00	FREE		0.0%	0.00
• Adult Education Budget (AEB) classes per hour	3.35	N	0.00	3.35		3.45	N	0.00	3.45		3.0%	0.10
• Concessionary fee for Adult Education Budget (AEB)	FREE	N	0.00	FREE		FREE	N	0.00	FREE		0.0%	0.00
• Skills for Life - English and Maths, Family Learning & Digital Skills (EDSQ)	FREE	N	0.00	FREE		FREE	N	0.00	FREE		0.0%	0.00
ACCREDITATION FEES - ALL PAYABLE AT ENROLMENT												
• Full fee	Actual awarding body charge	N	0.00	Actual awarding body charge		Actual awarding body charge	N	0.00	Actual awarding body charge			
• Concessionary fee	FREE	N	0.00	FREE		FREE	N	0.00	FREE		0.0%	0.00
CRECHE PROVISION												
• Full fee paying learner per child per session	4.17	N	0.00	4.17		4.30	N	0.00	4.30		3.1%	0.13
• Concessionary fee per child per session	FREE	N	0.00	FREE		FREE	N	0.00	FREE		0.0%	0.00
NON-GREATER MANCHESTER RESIDENTS												
• Full fee	New Tariff for 2022/23					Prices on application	N	0.00	Prices on application			

	2021/22 CHARGES					PROPOSED 2022/23 CHARGES					NET VARIANCE FROM PREVIOUS YEAR EXCLUDING VAT	
DESCRIPTION OF FEES	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		% CHANGE	£ CHANGE EXCL. VAT
ROOM HIRE: INDIVIDUALS AND EXTERNAL SERVICES												
• Weekdays (per hour)	25.08	N	0.00	25.08		25.83	N	0.00	25.83		3.0%	0.75
• Weekends (per hour) Saturday (Up to 5pm)	34.69	N	0.00	34.69		35.73	N	0.00	35.73		3.0%	1.04
• Weekends (per hour) Saturday (after 5pm) + Sunday (up to 4pm)	41.80	N	0.00	41.80		43.05	N	0.00	43.05		3.0%	1.25
• Specialist space hire i.e. kitchen, I.T Rooms (per hour)	31.09	N	0.00	31.09		32.02	N	0.00	32.02		3.0%	0.93
ADULT SOCIAL CARE - PROTECTION OF PROPERTY												
• Admin fee with property search	595.91	N	0.00	595.91		610.80	N	0.00	610.80		2.5%	14.89
• Admin fee without property search	332.75	N	0.00	332.75		341.07	N	0.00	341.07		2.5%	8.32
• Burial/cremation	Cost of service	N	0.00	Cost of service		Cost of service	N	0.00	Cost of service			
• Administration fee (per hour)	18.91	N	0.00	18.91		19.38	N	0.00	19.38		2.5%	0.47
• Storage of property less than 28 days	FREE	N	0.00	FREE		FREE	N	0.00	FREE		0.0%	0.00
• Storage of property over 28 days (per month)	64.26	N	0.00	64.26		65.87	N	0.00	65.87		2.5%	1.61
• Deferred Payment Agreement set up fee	566.27	N	0.00	566.27		580.43	N	0.00	580.43		2.5%	14.16
• Deferred Payment Annual Fee	273.16	N	0.00	273.16		279.99	N	0.00	279.99		2.5%	6.83
• Deferred Payment Closure Fee	126.07	N	0.00	126.07		129.22	N	0.00	129.22		2.5%	3.15
• Appointeeship Charges - Residential	5.25	N	0.00	5.25		5.38	N	0.00	5.38		2.5%	0.13
• Appointeeship Charges - Community	10.50	N	0.00	10.50		10.76	N	0.00	10.76		2.5%	0.26
ADULT SOCIAL CARE - HOUSING AND CARE												
• New Health and Well-Being Charge in Extra Care Housing (per week)	Actual cost of provision	N	0.00	Actual cost of provision		Actual cost of provision	N	0.00	Actual cost of provision			
• Helpline services (per week) - Bronze	2.00	N	0.00	2.00		2.50	N	0.00	2.50		25.0%	0.50
• Helpline services (per week) - Silver	5.00	N	0.00	5.00		5.50	N	0.00	5.50		10.0%	0.50
• Helpline services (per week) - Gold	6.50	N	0.00	6.50		6.50	N	0.00	6.50		0.0%	0.00
• Housing 21 Helpline services (per week) - Silver	3.00	N	0.00	3.00		3.50	N	0.00	3.50		16.7%	0.50
• Housing 21 Helpline services (per week) - Gold	5.00	N	0.00	5.00		5.00	N	0.00	5.00		0.0%	0.00
• Installing Helpline	40.00	N	0.00	40.00		40.00	N	0.00	40.00		0.0%	0.00
• Installing a Keysafe	65.00	N	0.00	65.00		65.00	N	0.00	65.00		0.0%	0.00
• Installing Helpline and a Keysafe	95.00	N	0.00	95.00		95.00	N	0.00	95.00		0.0%	0.00
• Assistive Technology per item per week	1.00	N	0.00	1.00		1.00	N	0.00	1.00		0.0%	0.00
• Pill Dispenser (lost or damaged)	150.00	N	0.00	150.00		150.00	N	0.00	150.00		0.0%	0.00
• Lost or Missing Equipment	Dependent on Equipment	N	0.00	Dependent on Equipment		Dependent on Equipment	N	0.00	Dependent on Equipment			

Page 4 of 7

	2021/22 CHARGES					PROPOSED 2022/23 CHARGES					NET VARIANCE FROM PREVIOUS YEAR EXCLUDING VAT	
DESCRIPTION OF FEES	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		% CHANGE	£ CHANGE EXCL. VAT
COURT OF PROTECTION FEES												
• Work up to First Order	745.00	N	0.00	745.00		745.00	N	0.00	745.00		0.0%	0.00
• Lodgement of Account	216.00	N	0.00	216.00		216.00	N	0.00	216.00		0.0%	0.00
• General working first year (assets over £16K)	775.00	N	0.00	775.00		775.00	N	0.00	775.00		0.0%	0.00
• General work in any subsequent year (assets over £16K)	650.00	N	0.00	650.00		650.00	N	0.00	650.00		0.0%	0.00
• Subsequent year - Assets over £16K (3.5% of balance)	Dependent on Balance	N	0.00	Dependent on Balance		Dependent on Balance	N	0.00	Dependent on Balance			
• Annual property management fee	300.00	N	0.00	300.00		300.00	N	0.00	300.00		0.0%	0.00
• Preparation of a basic HMRC tax return on behalf of the client	70.00	N	0.00	70.00		70.00	N	0.00	70.00		0.0%	0.00
• Preparation of a complex HMRC tax return on behalf of the client	140.00	N	0.00	140.00		140.00	N	0.00	140.00		0.0%	0.00
• Travel Rates - deputy visits to client @ £40 per hour	Dependent on number of visits	N	0.00	Dependent on number of visits		Dependent on number of visits	N	0.00	Dependent on number of visits			
FACILITIES MANAGEMENT												
CHADDERTON TOWN HALL / FAILSWORTH TOWN HALL												
• Hourly Charge (including 1 Steward)	90.00	N	0.00	90.00		90.00	N	0.00	90.00		0.0%	0.00
• Data Projector Screen	21.50	N	0.00	21.50		21.50	N	0.00	21.50		0.0%	0.00
• Microphone	12.50	N	0.00	12.50		12.50	N	0.00	12.50		0.0%	0.00
• Screen	6.50	N	0.00	6.50		6.50	N	0.00	6.50		0.0%	0.00
• Flip Chart	6.50	N	0.00	6.50		6.50	N	0.00	6.50		0.0%	0.00
• PA System	35.00	N	0.00	35.00		35.00	N	0.00	35.00		0.0%	0.00
• Data Projector Screen	22.50	N	0.00	22.50		22.50	N	0.00	22.50		0.0%	0.00
QUEEN ELIZABETH HALL AND CHADDERTON TOWN HALL STEWARDS												
• Hourly Charge Per Steward	16.50	N	0.00	16.50		16.50	N	0.00	16.50		0.0%	0.00
• Minimum Charge 4 Hours	80.00	N	0.00	80.00		80.00	N	0.00	80.00		0.0%	0.00
• QEH hires including Parking Provision Evening and Sundays only	266.50	Y	53.30	319.80		266.50	Y	53.30	319.80		0.0%	0.00
LINK CENTRE ROOM HIRE MEETING ROOM 1 AND 2 (PER HOUR)												
• Weekdays 8:30 -17:00	20.00	N	0.00	20.00		20.00	N	0.00	20.00		0.0%	0.00
• Evenings 17:00 - 21:30	26.50	N	0.00	26.50		26.50	N	0.00	26.50		0.0%	0.00
• Saturday	32.50	N	0.00	32.50		32.50	N	0.00	32.50		0.0%	0.00
• Sunday	40.00	N	0.00	40.00		40.00	N	0.00	40.00		0.0%	0.00

	2021/22 CHARGES					PROPOSED 2022/23 CHARGES					NET VARIANCE FROM PREVIOUS YEAR EXCLUDING VAT	
DESCRIPTION OF FEES	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		% CHANGE	£ CHANGE EXCL. VAT
FUNCTION ROOMS (FULL ROOM - PER HOUR)												
• Weekdays 8:30 -17:00	40.00	N	0.00	40.00		40.00	N	0.00	40.00		0.0%	0.00
• Evenings 17:00 - 21:30	46.50	N	0.00	46.50		46.50	N	0.00	46.50		0.0%	0.00
• Saturday	55.00	N	0.00	55.00		55.00	N	0.00	55.00		0.0%	0.00
• Sunday	65.00	N	0.00	65.00		65.00	N	0.00	65.00		0.0%	0.00
FUNCTION ROOMS (HALF ROOM - PER HOUR)												
• Weekdays 8:30 -17:00	28.00	N	0.00	28.00		28.00	N	0.00	28.00		0.0%	0.00
• Evenings 17:00 - 21:30	35.00	N	0.00	35.00		35.00	N	0.00	35.00		0.0%	0.00
• Saturday	40.00	N	0.00	40.00		40.00	N	0.00	40.00		0.0%	0.00
• Sunday	50.00	N	0.00	50.00		50.00	N	0.00	50.00		0.0%	0.00
FUNCTION ROOMS (QUARTER ROOM - PER HOUR)												
• Weekdays 8:30 -17:00	20.00	N	0.00	20.00		20.00	N	0.00	20.00		0.0%	0.00
• Evenings 17:00 - 21:30	26.00	N	0.00	26.00		26.00	N	0.00	26.00		0.0%	0.00
• Saturday	35.00	N	0.00	35.00		35.00	N	0.00	35.00		0.0%	0.00
• Sunday	40.00	N	0.00	40.00		40.00	N	0.00	40.00		0.0%	0.00
INTERVIEW ROOM (PER HOUR)												
• Weekdays 8:30 -17:00	7.50	N	0.00	7.50		7.50	N	0.00	7.50		0.0%	0.00
• Evenings 17:00 - 21:30	12.00	N	0.00	12.00		12.00	N	0.00	12.00		0.0%	0.00
• Saturday	17.50	N	0.00	17.50		17.50	N	0.00	17.50		0.0%	0.00
• Sunday	22.50	N	0.00	22.50		22.50	N	0.00	22.50		0.0%	0.00
TREATMENT ROOM (PER HOUR)												
• Weekdays 8:30 -17:00	12.50	N	0.00	12.50		12.50	N	0.00	12.50		0.0%	0.00
• Evenings 17:00 - 21:30	17.50	N	0.00	17.50		17.50	N	0.00	17.50		0.0%	0.00
• Saturday	25.00	N	0.00	25.00		25.00	N	0.00	25.00		0.0%	0.00
• Sunday	35.00	N	0.00	35.00		35.00	N	0.00	35.00		0.0%	0.00
PHYSIOTHERAPY ROOM (PER HOUR)												
• Weekdays 8:30 -17:00	15.00	N	0.00	15.00		15.00	N	0.00	15.00		0.0%	0.00
• Evenings 17:00 - 21:30	20.00	N	0.00	20.00		20.00	N	0.00	20.00		0.0%	0.00
• Saturday	26.00	N	0.00	26.00		26.00	N	0.00	26.00		0.0%	0.00
• Sunday	38.00	N	0.00	38.00		38.00	N	0.00	38.00		0.0%	0.00
RELAXATION ROOM (PER HOUR)												
• Weekdays 8:30 -17:00	15.00	N	0.00	15.00		15.00	N	0.00	15.00		0.0%	0.00
• Evenings 17:00 - 21:30	20.00	N	0.00	20.00		20.00	N	0.00	20.00		0.0%	0.00
• Saturday	26.00	N	0.00	26.00		26.00	N	0.00	26.00		0.0%	0.00

	2021/22 CHARGES					PROPOSED 2022/23 CHARGES					NET VARIANCE FROM PREVIOUS YEAR EXCLUDING VAT	
DESCRIPTION OF FEES	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		% CHANGE	£ CHANGE EXCL. VAT
• Sunday	38.00	N	0.00	38.00		38.00	N	0.00	38.00		0.0%	0.00
USE OF CAFÉ AREA (PER HOUR)												
• Evenings 17:00 - 21:30	26.50	N	0.00	26.50		26.50	N	0.00	26.50		0.0%	0.00
• Saturday	35.00	N	0.00	35.00		35.00	N	0.00	35.00		0.0%	0.00
• Sunday	40.00	N	0.00	40.00		40.00	N	0.00	40.00		0.0%	0.00
USE OF AMENITIES (PER HOUR)												
• Evenings 17:00 - 21:30	26.50	N	0.00	26.50		26.50	N	0.00	26.50		0.0%	0.00
• Saturday	35.00	N	0.00	35.00		35.00	N	0.00	35.00		0.0%	0.00
• Sunday	40.00	N	0.00	40.00		40.00	N	0.00	40.00		0.0%	0.00
ADDITIONAL EQUIPMENT / SERVICE HIRE (PER HOUR)												
• Projector(includes wide screen)	10.00	N	0.00	10.00		10.00	N	0.00	10.00		0.0%	0.00
• TV / DVD	13.00	N	0.00	13.00		13.00	N	0.00	13.00		0.0%	0.00
• Laptop	13.00	N	0.00	13.00		13.00	N	0.00	13.00		0.0%	0.00
• Flip Chart Stands	3.00	N	0.00	3.00		3.00	N	0.00	3.00		0.0%	0.00
• Photocopying (per sheet)	0.15	N	0.00	0.15		0.15	N	0.00	0.15		0.0%	0.00
• Large Water Boiler	6.50	N	0.00	6.50		6.50	N	0.00	6.50		0.0%	0.00
OFFICE AND ROOM LETTINGS												
HONEYWELL CENTRE - COMMERCIAL RATES PER HOUR												
• Hall	40.00	N	0.00	40.00		40.00	N	0.00	40.00		0.0%	0.00
• Youth Wing	35.00	N	0.00	35.00		35.00	N	0.00	35.00		0.0%	0.00
• Community Room 1	25.00	N	0.00	25.00		25.00	N	0.00	25.00		0.0%	0.00
• Community Room 2	25.00	N	0.00	25.00		25.00	N	0.00	25.00		0.0%	0.00
• IT Suite	30.00	N	0.00	30.00		30.00	N	0.00	30.00		0.0%	0.00
• Studio 2	35.00	N	0.00	35.00		35.00	N	0.00	35.00		0.0%	0.00
• Fitness/Dance Studio	12.50	N	0.00	12.50		12.50	N	0.00	12.50		0.0%	0.00
Discounts on the above charges will be applied for community and voluntary groups												
ON STREET CAR PARKING												
MONDAY - SATURDAY 8AM TO 6PM												
• 0 - 45 minutes	0.20	N	0.00	0.20		0.20	N	0.00	0.20		0.0%	0.00
• 0 - 1 hour	0.40	N	0.00	0.40		0.40	N	0.00	0.40		0.0%	0.00
• 0 - 1 hour 30 minutes	0.70	N	0.00	0.70		0.70	N	0.00	0.70		0.0%	0.00
• 0 - 2 hours	1.10	N	0.00	1.10		1.10	N	0.00	1.10		0.0%	0.00
• Annual Parking Waiver (On Street Only)	300.00	N	0.00	300.00		300.00	N	0.00	300.00		0.0%	0.00
• Short Term Parking Waiver 2 - 28 days	37.00	N	0.00	37.00		37.00	N	0.00	37.00		0.0%	0.00

	2021/22 CHARGES					PROPOSED 2022/23 CHARGES					NET VARIANCE FROM PREVIOUS YEAR EXCLUDING VAT	
DESCRIPTION OF FEES	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		% CHANGE	£ CHANGE EXCL. VAT
• Short Term Parking Waiver 1 day	22.00	N	0.00	22.00		22.00	N	0.00	22.00		0.0%	0.00
OFF STREET CAR PARKING												
TOMMYFIELD MARKET CAR PARK (INC DISABLED BADGE HOLDERS)												
MONDAY - FRIDAY 8AM TO MIDNIGHT												
• 0 – 30 minutes	0.67	Y	0.13	0.80		0.67	Y	0.13	0.80		0.0%	0.00
• 0 – 1 hour	1.17	Y	0.23	1.40		1.17	Y	0.23	1.40		0.0%	0.00
• 0 – 2 hours	1.67	Y	0.33	2.00		1.67	Y	0.33	2.00		0.0%	0.00
SATURDAY AND SUNDAY												
• 0 – 3 hours	FREE	Y	FREE	FREE		FREE	Y	FREE	FREE		0.0%	0.00
BOW STREET/SOUTHGATE STREET/WATERLOO STREET CAR PARKS												
Disabled Badge Holders - all day	FREE	Y	FREE	FREE		FREE	Y	FREE	FREE		0.0%	0.00
MONDAY - FRIDAY 8AM TO MIDNIGHT												
• 0 – 1 hour	1.00	Y	0.20	1.20		1.00	Y	0.20	1.20		0.0%	0.00
• 0 – 2 hours	1.42	Y	0.28	1.70		1.42	Y	0.28	1.70		0.0%	0.00
• 0 – 3 hours	1.75	Y	0.35	2.10		1.75	Y	0.35	2.10		0.0%	0.00
• 0 – 5 hours	2.42	Y	0.48	2.90		2.42	Y	0.48	2.90		0.0%	0.00
• Over 5 hours	3.83	Y	0.77	4.60		3.83	Y	0.77	4.60		0.0%	0.00
SATURDAY AND SUNDAY												
• 0 – 3 hours	FREE	Y	FREE	FREE		FREE	Y	FREE	FREE		0.0%	0.00
• 0 – 5 hours	2.42	Y	0.48	2.90		2.42	Y	0.48	2.90		0.0%	0.00
• Over 5 hours	3.83	Y	0.77	4.60		3.83	Y	0.77	4.60		0.0%	0.00
CIVIC CENTRE CAR PARK												
Disabled Badge Holders 0- 3 hours	FREE	Y	FREE	FREE		FREE	Y	FREE	FREE		0.0%	0.00
MONDAY TO FRIDAY 8AM TO 7PM												
• 0 – 1 hour	1.08	Y	0.22	1.30		1.08	Y	0.22	1.30		0.0%	0.00
• 0 – 2 hours	1.50	Y	0.30	1.80		1.50	Y	0.30	1.80		0.0%	0.00
• 0 – 3 hours	2.08	Y	0.42	2.50		2.08	Y	0.42	2.50		0.0%	0.00
• 0 – 4 hours	2.92	Y	0.58	3.50		2.92	Y	0.58	3.50		0.0%	0.00
• 0 – 5 hours	3.08	Y	0.62	3.70		3.08	Y	0.62	3.70		0.0%	0.00
• Over 5 hours	6.67	Y	1.33	8.00		6.67	Y	1.33	8.00		0.0%	0.00
SATURDAY AND SUNDAY 8AM TO 7PM												
• 0 – 3 hours	FREE	Y	FREE	FREE		FREE	Y	FREE	FREE		0.0%	0.00
• 0 – 4 hours	2.92	Y	0.58	3.50		2.92	Y	0.58	3.50		0.0%	0.00

	2021/22 CHARGES					PROPOSED 2022/23 CHARGES					NET VARIANCE FROM PREVIOUS YEAR EXCLUDING VAT	
DESCRIPTION OF FEES	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		% CHANGE	£ CHANGE EXCL. VAT
• 0 – 5 hours	3.08	Y	0.62	3.70		3.08	Y	0.62	3.70		0.0%	0.00
• Over 5 hours	6.67	Y	1.33	8.00		6.67	Y	1.33	8.00		0.0%	0.00
MONDAY - FRIDAY 7PM TO MIDNIGHT												
• 0 to 5 hours	1.00	Y	0.20	1.20		1.00	Y	0.20	1.20		0.0%	0.00
SATURDAY AND SUNDAY 7PM TO MIDNIGHT												
• 0 – 3 hours	FREE	Y	FREE	FREE		FREE	Y	FREE	FREE		0.0%	0.00
• 0 – 5 hours	1.00	Y	0.20	1.20		1.00	Y	0.20	1.20		0.0%	0.00
NEW RADCLIFFE STREET CAR PARK (INCL DISABLED BADGE HOLDERS)												
ALL DAYS 8AM TO MIDNIGHT												
• 0 – 3 hours	FREE	Y	FREE	FREE		FREE	Y	FREE	FREE		0.0%	0.00
• 0 – 5 hours	2.42	Y	0.48	2.90		2.42	Y	0.48	2.90		0.0%	0.00
• Over 5 hours	3.83	Y	0.77	4.60		3.83	Y	0.77	4.60		0.0%	0.00
BRADSHAW STREET CAR PARK												
MONDAY TO FRIDAY 8AM TO 6PM												
Disabled Badge Holders all day	FREE	Y	FREE	FREE		FREE	Y	FREE	FREE		0.0%	0.00
• 0 – 1 hour	1.00	Y	0.20	1.20		1.00	Y	0.20	1.20		0.0%	0.00
• 0 – 2 hours	1.42	Y	0.28	1.70		1.42	Y	0.28	1.70		0.0%	0.00
• 0 – 3 hours	1.75	Y	0.35	2.10		1.75	Y	0.35	2.10		0.0%	0.00
• 0 – 4 hours	2.33	Y	0.47	2.80		2.33	Y	0.47	2.80		0.0%	0.00
• 0 – 5 hours	2.83	Y	0.57	3.40		2.83	Y	0.57	3.40		0.0%	0.00
• Over 5 hours	5.83	Y	1.17	7.00		5.83	Y	1.17	7.00		0.0%	0.00
SATURDAY AND SUNDAY 8AM TO 6PM												
• 0 – 3 hours	FREE	Y	FREE	FREE		FREE	Y	FREE	FREE		0.0%	0.00
• 0 – 4 hours	1.00	Y	0.20	1.20		1.00	Y	0.20	1.20		0.0%	0.00
• 0 – 5 hours	2.83	Y	0.57	3.40		2.83	Y	0.57	3.40		0.0%	0.00
• Over 5 hours	5.83	Y	1.17	7.00		5.83	Y	1.17	7.00		0.0%	0.00
MONDAY - FRIDAY 6PM TO MIDNIGHT												
• 0 to 6 hours	1.25	Y	0.25	1.50		1.25	Y	0.25	1.50		0.0%	0.00
SATURDAY AND SUNDAY 6PM TO MIDNIGHT												
• 0 – 3 hours	FREE	Y	FREE	FREE		FREE	Y	FREE	FREE		0.0%	0.00
• 0 – 6 hours	1.25	Y	0.25	1.50		1.25	Y	0.25	1.50		0.0%	0.00

DESCRIPTION OF FEES	2021/22 CHARGES					PROPOSED 2022/23 CHARGES					NET VARIANCE FROM PREVIOUS YEAR EXCLUDING VAT	
	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		% CHANGE	£ CHANGE EXCL. VAT
DOVESTONES (SADDLEWORTH) CAR PARK												
ALL DAYS 8AM TO MIDNIGHT												
• 0 – 2 hours	0.83	Y	0.17	1.00		0.83	Y	0.17	1.00		0.0%	0.00
• 2 – 4 hours	1.67	Y	0.33	2.00		1.67	Y	0.33	2.00		0.0%	0.00
• All Day	3.33	Y	0.67	4.00		3.33	Y	0.67	4.00		0.0%	0.00
FORMER SPORTS CENTRE CAR PARK (INCL DISABLED BADGE HOLDERS)												
MONDAY TO FRIDAY 8AM TO 6PM												
• 0 – 2 hours	1.33	Y	0.27	1.60		1.33	Y	0.27	1.60		0.0%	0.00
• 2 - 4 hours	2.25	Y	0.45	2.70		2.25	Y	0.45	2.70		0.0%	0.00
• All Day	5.50	Y	1.10	6.60		5.50	Y	1.10	6.60		0.0%	0.00
SATURDAY												
• 0 – 3 hours	FREE	Y	FREE	FREE		FREE	Y	FREE	FREE		0.0%	0.00
• 0 - 4 hours	2.25	Y	0.45	2.70		2.25	Y	0.45	2.70		0.0%	0.00
• All Day	5.50	Y	1.10	6.60		5.50	Y	1.10	6.60		0.0%	0.00
SUNDAY												
• All Day	FREE	Y	FREE	FREE		FREE	Y	FREE	FREE		0.0%	0.00
ROSCOE STREET												
MONDAY TO FRIDAY 8AM TO MIDNIGHT												
0 – 1 hour	1.00	Y	0.20	1.20		1.00	Y	0.20	1.20		0.0%	0.00
0 – 2 Hours	1.42	Y	0.28	1.70		1.42	Y	0.28	1.70		0.0%	0.00
0 – 3 hours	1.75	Y	0.35	2.10		1.75	Y	0.35	2.10		0.0%	0.00
0 – 5 hours	2.42	Y	0.48	2.90		2.42	Y	0.48	2.90		0.0%	0.00
Over 5 hours	3.83	Y	0.77	4.60		3.83	Y	0.77	4.60		0.0%	0.00
SATURDAY AND SUNDAY												
0-3 hours	FREE	Y	FREE	FREE		FREE	Y	FREE	FREE		0.0%	0.00
0-5 hours	2.42	Y	0.48	2.90		2.42	Y	0.48	2.90		0.0%	0.00
Over 5 hours	3.83	Y	0.77	4.60		3.83	Y	0.77	4.60		0.0%	0.00
CONTRACT PASS CHARGES												
• Bradshaw St	650.00	Y	130.00	780.00		650.00	Y	130.00	780.00		0.0%	0.00
• Bow Street	581.67	Y	116.33	698.00		581.67	Y	116.33	698.00		0.0%	0.00
• Southgate Street	623.33	Y	124.67	748.00		623.33	Y	124.67	748.00		0.0%	0.00
• Waterloo Street	623.33	Y	124.67	748.00		623.33	Y	124.67	748.00		0.0%	0.00

	2021/22 CHARGES					PROPOSED 2022/23 CHARGES					NET VARIANCE FROM PREVIOUS YEAR EXCLUDING VAT	
DESCRIPTION OF FEES	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		% CHANGE	£ CHANGE EXCL. VAT
HOBSON STREET CAR PARK CONTRACT PARKING												
• Annual	605.17	Y	121.03	726.20		605.17	Y	121.03	726.20		0.0%	0.00
• Disabled Badge Holders	FREE	Y	FREE	FREE		FREE	Y	FREE	FREE		0.0%	0.00
SUSPENSION COSTS												
• Deployment of a small suspension (up to 20 cones)	29.17	Y	5.83	35.00		29.17	Y	5.83	35.00		0.0%	0.00
• Deployment of a medium suspension (21 to 40 cones)	58.33	Y	11.67	70.00		58.33	Y	11.67	70.00		0.0%	0.00
• Deployment of a large suspension (41 to 100 cones)	87.50	Y	17.50	105.00		87.50	Y	17.50	105.00		0.0%	0.00
SCHOOL MEALS												
MAINTAINED SCHOOLS												
Meal per day for Child (from 1st September 2022)	2.60	N	0.00	2.60		2.70	N	0.00	2.70		3.8%	0.10
Meal per day for Adult (from 1st September 2022)	2.80	Y	0.56	3.36		2.90	Y	0.58	3.48		3.6%	0.10
PARKS AND OPEN SPACES												
• Hire of large park or playing field	369.02	Y	73.80	442.82		380.00	Y	76.00	456.00		3.0%	10.98
• Concessionary use by a Charity	232.53	Y	46.51	279.04		239.50	Y	47.90	287.40		3.0%	6.97
• Hire of small park or playing field	171.87	Y	34.37	206.24		177.00	Y	35.40	212.40		3.0%	5.13
• Concessionary use by a Charity	116.27	Y	23.25	139.52		119.75	Y	23.95	143.70		3.0%	3.48
OUTDOOR FACILITIES (CHARGES SEASONAL)												
FOOTBALL, RUGBY, LACROSSE AND HOCKEY												
CHANGING ACCOMMODATION												
• Grade A - Good	212.31	N	0.00	212.31		219.00	N	0.00	219.00		3.2%	6.69
• Grade B - Above Average	166.82	N	0.00	166.82		172.00	N	0.00	172.00		3.1%	5.18
• Grade C - Average	141.54	N	0.00	141.54		146.00	N	0.00	146.00		3.2%	4.46
PITCH												
• Grade A	454.95	N	0.00	454.95		469.00	N	0.00	469.00		3.1%	14.05
• Grade B	384.18	N	0.00	384.18		396.00	N	0.00	396.00		3.1%	11.82
• Grade C	333.63	N	0.00	333.63		344.00	N	0.00	344.00		3.1%	10.37
• Occasional use of pitch including accommodation	101.10	Y	20.22	121.32		104.17	Y	20.83	125.00		3.0%	3.07
• Occasional use of pitch only	75.83	Y	15.17	91.00		78.33	Y	15.67	94.00		3.3%	2.50
• Occasional use of changing accommodation per hour	22.24	Y	4.45	26.69		22.92	Y	4.58	27.50		3.1%	0.68

	2021/22 CHARGES					PROPOSED 2022/23 CHARGES					NET VARIANCE FROM PREVIOUS YEAR EXCLUDING VAT	
DESCRIPTION OF FEES	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		% CHANGE	£ CHANGE EXCL. VAT
JUNIOR CHARGES												
• 75% of the above charges	75% of above		75% of above	75% of above		75% of above		75% of above	75% of above			
CRICKET												
• Use of pitch per season alternate Saturdays <u>without</u> changing accommodation	424.62	N	0.00	424.62		437.00	N	0.00	437.00		2.9%	12.38
• Use of pitch per season alternate Saturdays <u>with</u> changing accommodation	545.94	N	0.00	545.94		562.00	N	0.00	562.00		2.9%	16.06
• Casual use of pitch <u>and</u> changing accommodation per match	101.10	Y	20.22	121.32		104.17	Y	20.83	125.00		3.0%	3.07
• Casual use of pitch <u>without</u> changing accommodation per match	75.83	Y	15.17	91.00		78.33	Y	15.67	94.00		3.3%	2.50
CEMETERIES												
NEW GRAVES												
• New grave for 1 or 2 people	900.00	N	0.00	900.00		927.00	N	0.00	927.00		3.0%	27.00
• (Non resident)	1,350.00	N	0.00	1,350.00		1,390.00	N	0.00	1,390.00		3.0%	40.00
• New grave for 3 interments	953.00	N	0.00	953.00		982.00	N	0.00	982.00		3.0%	29.00
• (Non resident)	1,424.00	N	0.00	1,424.00		1,467.00	N	0.00	1,467.00		3.0%	43.00
• New grave for 2 interments including foundation	1,073.00	N	0.00	1,073.00		1,105.00	N	0.00	1,105.00		3.0%	32.00
• (Non resident)	1,518.00	N	0.00	1,518.00		1,564.00	N	0.00	1,564.00		3.0%	46.00
• New grave for 3 interments including foundation	1,120.00	N	0.00	1,120.00		1,154.00	N	0.00	1,154.00		3.0%	34.00
• (Non resident)	1,591.00	N	0.00	1,591.00		1,639.00	N	0.00	1,639.00		3.0%	48.00
• Plot for cremated remains – Crompton	811.00	N	0.00	811.00		835.00	N	0.00	835.00		3.0%	24.00
• Plot for cremated remains – Crompton (non resident)	1,204.00	N	0.00	1,204.00		1,240.00	N	0.00	1,240.00		3.0%	36.00
• Plot for cremated remains – Hollinwood	387.00	N	0.00	387.00		399.00	N	0.00	399.00		3.1%	12.00
• Plot for cremated remains – Hollinwood (non resident)	570.00	N	0.00	570.00		587.00	N	0.00	587.00		3.0%	17.00
• Appointment to choose a new grave or locate a grave with staff assistance	38.50	N	0.00	38.50		39.65	N	0.00	39.65		3.0%	1.15
INTERMENT FEES FOR OPENING STANDARD PLOT GRAVES AND VAULTS WITH EXCLUSIVE RIGHT OF BURIAL AND PUBLIC GRAVES - ALL FEES FOR UNDER 18YRS ARE FUNDED BY THE GOVERNMENT.												
• Interment Fee	880.00	N	0.00	880.00		906.00	N	0.00	906.00		3.0%	26.00
• Interment Fee (non resident)	1,313.00	N	0.00	1,313.00		1,352.00	N	0.00	1,352.00		3.0%	39.00
• Still born and Non-viable foetus	No charge to the public	N	0.00	No charge to the public		No charge to the public	N	0.00	No charge to the public		0.0%	0.00

	2021/22 CHARGES					PROPOSED 2022/23 CHARGES					NET VARIANCE FROM PREVIOUS YEAR EXCLUDING VAT	
DESCRIPTION OF FEES	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		% CHANGE	£ CHANGE EXCL. VAT
• Exhumation fees	1,210.00	N	0.00	1,210.00		1,246.00	N	0.00	1,246.00		3.0%	36.00
SURCHARGES FOR BURIALS												
• Monday to Friday between 2.30pm and 4.00pm	54.00	N	0.00	54.00		55.60	N	0.00	55.60		3.0%	1.60
• Monday to Friday after 4.00pm	218.00	N	0.00	218.00		224.50	N	0.00	224.50		3.0%	6.50
• Burials (Saturday, Sunday or Bank Holidays)	562.00	N	0.00	562.00		579.00	N	0.00	579.00		3.0%	17.00
INTERMENT OF CREMATED REMAINS												
• Interment in earthen graves or vaults	235.00	N	0.00	235.00		242.00	N	0.00	242.00		3.0%	7.00
• Strewing of cremated remains (Non Oldham resident)	53.50	N	0.00	53.50		55.00	N	0.00	55.00		2.8%	1.50
MONUMENTAL FEES												
• Permission to erect a memorial not exceeding 3' in height	184.00	N	0.00	184.00		189.50	N	0.00	189.50		3.0%	5.50
• Permission to erect a memorial not exceeding 3' in height (non resident)	260.00	N	0.00	260.00		268.00	N	0.00	268.00		3.1%	8.00
• Permission to install kerbs (Maximum 6ft x 3ft) designated areas only	267.00	N	0.00	267.00		275.00	N	0.00	275.00		3.0%	8.00
• Permission to add an additional inscription	49.00	N	0.00	49.00		50.50	N	0.00	50.50		3.1%	1.50
• Provision of memorial under 2'	70.00	N	0.00	70.00		72.00	N	0.00	72.00		2.9%	2.00
OTHER CHARGES												
• Bricked Grave for 2 persons	790.00	N	0.00	790.00		814.00	N	0.00	814.00		3.0%	24.00
• Bricked Grave for 2 persons (non resident)	1,170.00	N	0.00	1,170.00		1,205.00	N	0.00	1,205.00		3.0%	35.00
• Bricks to seal grave	115.00	N	0.00	115.00		118.50	N	0.00	118.50		3.0%	3.50
• Concrete lining for graves	295.00	N	0.00	295.00		303.80	N	0.00	303.80		3.0%	8.80
• Timber lining for graves	195.00	N	0.00	195.00		200.00	N	0.00	200.00		2.6%	5.00
• Test dig to confirm depth	70.00	N	0.00	70.00		72.00	N	0.00	72.00		2.9%	2.00
• Certified extracts from burial register	25.50	N	0.00	25.50		26.25	N	0.00	26.25		2.9%	0.75
• Transfer of grant of exclusive right of burial	72.00	N	0.00	72.00		74.00	N	0.00	74.00		2.8%	2.00
• Transfer of grant of exclusive right of burial (to a non resident)	102.50	N	0.00	102.50		105.50	N	0.00	105.50		2.9%	3.00
• Issue duplicate of grant of exclusive right of burial	70.00	N	0.00	70.00		72.00	N	0.00	72.00		2.9%	2.00
• Issue duplicate of grant of exclusive right of burial (non resident)	108.00	N	0.00	108.00		111.00	N	0.00	111.00		2.8%	3.00
• Use of Crematorium Chapel (Inc. recorded music or use of organ)	215.00	N	0.00	215.00		221.00	N	0.00	221.00		2.8%	6.00
• Re-open niche	70.00	N	0.00	70.00		72.00	N	0.00	72.00		2.9%	2.00
• Grave search	18.00	N	0.00	18.00		18.50	N	0.00	18.50		2.8%	0.50
• Register search	43.00	N	0.00	43.00		44.30	N	0.00	44.30		3.0%	1.30
• Bronze memorial plaque lease for 10 years	292.00	N	0.00	292.00		300.50	N	0.00	300.50		2.9%	8.50

	2021/22 CHARGES					PROPOSED 2022/23 CHARGES					NET VARIANCE FROM PREVIOUS YEAR EXCLUDING VAT	
DESCRIPTION OF FEES	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		% CHANGE	£ CHANGE EXCL. VAT
• Renewal of memorial position for 10 years	185.00	N	0.00	185.00		190.50	N	0.00	190.50		3.0%	5.50
• Renewal of memorial position for 5 years	108.00	N	0.00	108.00		111.00	N	0.00	111.00		2.8%	3.00
• Bronze memorial plaque including lettering	118.33	Y	23.67	142.00		121.67	Y	24.33	146.00		2.8%	3.34
• Double Bronze memorial plaque including lettering	153.33	Y	30.67	184.00		157.50	Y	31.50	189.00		2.7%	4.17
• Granite memorial plaque including lettering	215.83	Y	43.17	259.00		222.50	Y	44.50	267.00		3.1%	6.67
• Lease position on shared bench (to be introduced as available)	297.00	N	0.00	297.00		305.00	N	0.00	305.00		2.7%	8.00
CREMATION FEES - ALL FEES FOR UNDER 18YRS ARE FUNDED BY THE GOVERNMENT.												
• Cremation Fee (includes recorded music or use of the organ)	680.00	N	0.00	680.00		700.00	N	0.00	700.00		2.9%	20.00
• Direct (No service) Cremation Fee (only available between 9am-9.30am)	408.00	N	0.00	408.00		420.00	N	0.00	420.00		2.9%	12.00
• Cremation environmental levy charge (Mercury Abatement legislation)	61.00	N	0.00	61.00		63.00	N	0.00	63.00		3.3%	2.00
• Medical Referee Charge	31.00	N	0.00	31.00		32.00	N	0.00	32.00		3.2%	1.00
• Live streaming of chapel service	40.00	N	0.00	40.00		41.50	N	0.00	40.00		3.8%	1.50
• Cremation of Stillborn or non-viable foetus	No charge to the public	N	0.00	No charge to the public		No charge to the public	N	0.00	No charge to the public		0.0%	0.00
OTHER CHARGES												
• Certified extracts from crematorium register	23.00	N	0.00	23.00		23.50	N	0.00	23.50		2.2%	0.50
• Surcharge for cremation after 3.30 pm and extended services (per 30mins)	100.00	N	0.00	100.00		103.00	N	0.00	103.00		3.0%	3.00
FEES FOR INSCRIPTION IN THE BOOK OF REMEMBRANCE												
• Standard 2 line entry	80.00	Y	16.00	96.00		82.50	Y	16.50	99.00		3.1%	2.50
• 5 line entry	144.17	Y	28.83	173.00		148.33	Y	29.67	178.00		2.9%	4.16
• 8 line entry	235.00	Y	47.00	282.00		241.67	Y	48.33	290.00		2.8%	6.67
• 5 line entry with floral emblem	290.00	Y	58.00	348.00		298.33	Y	59.67	358.00		2.9%	8.33
• 5 line entry with badge, crest, shield, illuminated Capital or 8 Line entry with floral emblem.	355.00	Y	71.00	426.00		365.00	Y	73.00	438.00		2.8%	10.00
• 8 line entry with badge, crest, shield or illuminated capital	380.00	Y	76.00	456.00		390.83	Y	78.17	469.00		2.9%	10.83
• 8 line entry with full coat of arms	395.00	Y	79.00	474.00		406.67	Y	81.33	488.00		3.0%	11.67
MEMORIAL CARDS												
• Standard 2 line entry	42.50	Y	8.50	51.00		44.17	Y	8.83	53.00		3.9%	1.67
• 5 line entry	47.50	Y	9.50	57.00		49.17	Y	9.83	59.00		3.5%	1.67
• 8 line entry	64.17	Y	12.83	77.00		66.67	Y	13.33	80.00		3.9%	2.50

Page 467

	2021/22 CHARGES					PROPOSED 2022/23 CHARGES					NET VARIANCE FROM PREVIOUS YEAR EXCLUDING VAT	
DESCRIPTION OF FEES	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		% CHANGE	£ CHANGE EXCL. VAT
• 5 line entry with motif	79.17	Y	15.83	95.00		81.67	Y	16.33	98.00		3.2%	2.50
• 8 line entry with motif	90.00	Y	18.00	108.00		93.33	Y	18.67	112.00		3.7%	3.33
SKIP LICENCE												
SKIP PERMITS												
• Registration (annual)	169.00	N	0.00	169.00		174.00	N	0.00	174.00		3.0%	5.00
• Application when registration is in place (per 28 days)	33.00	N	0.00	33.00		34.00	N	0.00	34.00		3.0%	1.00
• Unregistered application (per 28 days)		New Charge for 2022/23				105.00	N	0.00	105.00		New	New
ANNUAL PERMISSIONS												
• Up to 100 skips	1,245.00	N	0.00	1,245.00		1,282.00	N	0.00	1,282.00		3.0%	37.00
• Up to 300 skips	3,721.00	N	0.00	3,721.00		3,833.00	N	0.00	3,833.00		3.0%	112.00
• Up to 500 skips	6,196.00	N	0.00	6,196.00		6,382.00	N	0.00	6,382.00		3.0%	186.00
• Over 500 - each skip thereafter	13.00	N	0.00	13.00		13.00	N	0.00	13.00		0.0%	0.00
• Retrospective application following officer visit	108.00	N	0.00	108.00		111.00	N	0.00	111.00		2.8%	3.00
SCAFFOLDING LICENCE												
• Application (per 28 days)	87.00	N	0.00	87.00		90.00	N	0.00	90.00		3.4%	3.00
• Renewal (per 28 days)	51.00	N	0.00	51.00		53.00	N	0.00	53.00		3.9%	2.00
• Long term application (per 6 months)		New Charge for 2022/23				487.00	N	0.00	487.00		New	New
• Long term renewal (per 6 months)		New Charge for 2022/23				450.00	N	0.00	450.00		New	New
• Annual Permission	1,358.00	N	0.00	1,358.00		1,399.00	N	0.00	1,399.00		3.0%	41.00
• Retrospective application following officer visit	108.00	N	0.00	108.00		111.00	N	0.00	111.00		2.8%	3.00
HOARDING LICENCE												
• Application (per 28 days)	70.00	N	0.00	70.00		72.00	N	0.00	72.00		2.9%	2.00
• Renewal (per 28 days)	49.00	N	0.00	49.00		50.00	N	0.00	50.00		2.0%	1.00
• Retrospective application following officer visit	108.00	N	0.00	108.00		111.00	N	0.00	111.00		2.8%	3.00
• Inspections of hoardings	Cost recovery +5%	N	0.00	Cost recovery +5%		Cost recovery +5%	N	0.00	Cost recovery +5%			
• Storage Container Licence (per 28 days)	315.00	N	0.00	315.00		315.00	N	0.00	315.00		0.0%	0.00
• Duplicate licences (Any Licence)	16.50	N	0.00	16.50		17.00	N	0.00	17.00		3.0%	0.50
TRAFFIC AND HIGHWAYS												
• Construction under the Highway	581.00	N	0.00	581.00		598.00	N	0.00	598.00		2.9%	17.00
• Access to cellars	581.00	N	0.00	581.00		598.00	N	0.00	598.00		2.9%	17.00
• Cellar lights	581.00	N	0.00	581.00		598.00	N	0.00	598.00		2.9%	17.00

	2021/22 CHARGES					PROPOSED 2022/23 CHARGES					NET VARIANCE FROM PREVIOUS YEAR EXCLUDING VAT	
DESCRIPTION OF FEES	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		% CHANGE	£ CHANGE EXCL. VAT
HIGHWAYS												
• Placing material on	70.00	N	0.00	70.00		72.00	N	0.00	72.00		2.9%	2.00
• Excavation of	246.00	N	0.00	246.00		253.00	N	0.00	253.00		2.8%	7.00
• Application for pavement café licence	192.00	N	0.00	192.00		198.00	N	0.00	198.00		3.1%	6.00
• Renewal of above	108.00	N	0.00	108.00		111.00	N	0.00	111.00		2.8%	3.00
VEHICLE CROSSINGS												
• Light Duty Vehicle Crossing Application (non-refundable)	46.00	N	0.00	46.00		47.00	N	0.00	47.00		2.2%	1.00
• Light Duty	Based on Individual Quotation	N	0.00	Based on Individual Quotation		Based on Individual Quotation	N	0.00	Based on Individual Quotation			
• Heavy Duty	As above	N	0.00	As above		As above	N	0.00	As above			
• Heavy Duty (Supervision only)	900.00	Y	180.00	1,080.00		927.00	Y	185.40	1,112.40		3.0%	27.00
Removal of accident debris	Cost Recovery + £156 Admin Cost	N	0.00	Cost Recovery + £156 Admin Cost		Cost Recovery + £161 Admin Cost	N	0.00	Cost Recovery + £161 Admin Cost		3.0%	Cost Recovery + £5 Admin
Variation of a parking place order	Recovery + 12.5%	N	0.00	Recovery + 12.5%		Recovery + 12.5%	N	0.00	Recovery + 12.5%			
• Exemption from or variation to a traffic regulation order	As above	N	0.00	As above		As above	N	0.00	As above			
TEMPORARY TRAFFIC ORDERS												
• Temporary (plus cost of advertising)	1,693.00	N	0.00	1,693.00		1,744.00	N	0.00	1,744.00		3.0%	51.00
• Emergency Road Closures	876.00	N	0.00	876.00		902.00	N	0.00	902.00		3.0%	26.00
• Temporary Traffic Regulation Notice	876.00	N	0.00	876.00		902.00	N	0.00	902.00		3.0%	26.00
• Special events on the Highway	Cost Recovery + 12.5%	N	0.00	Cost Recovery + 12.5%		Cost Recovery + 12.5%	N	0.00	Cost Recovery + 12.5%			
SUSPENSION OF PARKING PLACES												
• Parking Budget	Loss of Income + Cost Recovery + 12.5%	N	0.00	Loss of Income + Cost Recovery + 12.5%		Loss of Income + Cost Recovery + 12.5%	N	0.00	Loss of Income + Cost Recovery + 12.5%			

	2021/22 CHARGES					PROPOSED 2022/23 CHARGES					NET VARIANCE FROM PREVIOUS YEAR EXCLUDING VAT	
DESCRIPTION OF FEES	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		% CHANGE	£ CHANGE EXCL. VAT
PERMIT TO ERECT NON-STANDARD DIRECTION SIGNS												
• Consideration of request	234.00	N	0.00	234.00		241.00	N	0.00	241.00		3.0%	7.00
• Erection of signs	Cost Recovery + 12.5%	N	0.00	Cost Recovery + 12.5%		Cost Recovery + 12.5%	N	0.00	Cost Recovery + 12.5%			
• Removal of signs	121.00	N	0.00	121.00		125.00	N	0.00	125.00		3.3%	4.00
• Court fees associated with the above	Included in the above	N	0.00	Included in the above		Included in the above	N	0.00	Included in the above			
PERMITS GIVING EXEMPTION TO TRAFFIC ORDERS												
• Per month	39.00	N	0.00	39.00		40.00	N	0.00	40.00		2.6%	1.00
• Per three months	123.00	N	0.00	123.00		127.00	N	0.00	127.00		3.3%	4.00
• Per twelve months	449.00	N	0.00	449.00		462.00	N	0.00	462.00		2.9%	13.00
SECTION 50 ROAD OPENING LICENCE												
• Maintain existing apparatus	456.00	Y	91.20	547.20		470.00	Y	94.00	564.00		3.1%	14.00
• Install new service (Initial cost)	912.00	Y	182.40	1,094.40		939.00	Y	187.80	1,126.80		3.0%	27.00
• Install new service (Per additional 200 meters)	313.00	Y	62.60	375.60		322.00	Y	64.40	386.40		2.9%	9.00
• New Development (Initial cost)	1,988.00	Y	397.60	2,385.60		2,048.00	Y	409.60	2,457.60		3.0%	60.00
• New Development (Per additional 200 meters)	365.00	Y	73.00	438.00		376.00	Y	75.20	451.20		3.0%	11.00
SEWER CONNECTIONS												
• Junction : normal working hours	Based on Individual Quotation + 20%	Y	Based on Individual Quotation + 20%	Based on Individual Quotation + 20%		Based on Individual Quotation + 20%	Y	Based on Individual Quotation + 20%	Based on Individual Quotation + 20%			
• Junction: outside working hours	As above	Y	As above	As above		As above	Y	As above	As above			
• Manhole construction	As above	Y	As above	As above		As above	Y	As above	As above			
SEARCHES BY LETTER												
• First 5 questions	60.00	Y	12.00	72.00		62.00	Y	12.40	74.40		3.3%	2.00
• Per question after	15.50	Y	3.10	18.60		16.00	Y	3.20	19.20		3.2%	0.50
ACCESS PROTECTION MARKING												
• Fee for application	60.00	N	0.00	60.00		62.00	N	0.00	62.00		3.3%	2.00
• Fee for implementation of application	118.00	N	0.00	118.00		122.00	N	0.00	122.00		3.4%	4.00
• Fee for renewal of marking		New Charge for 2022/23				122.00	N	0.00	122.00			
ROAD CLOSURE : STOPPING UP ORDERS												
• Stopping up orders (including court fees)	2,685.00	N	0.00	2,685.00		2,766.00	N	0.00	2,766.00		3.0%	81.00

	2021/22 CHARGES					PROPOSED 2022/23 CHARGES					NET VARIANCE FROM PREVIOUS YEAR EXCLUDING VAT	
DESCRIPTION OF FEES	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		% CHANGE	£ CHANGE EXCL. VAT
SECTION 38 AND SECTION 278 ADOPTION FEE - BOND • £0 - £49k (Charge as % bond value) • £50k - £100k bond value • £100k < bond value	9.0%	N	0.00	9.0%		9.0%	N	0.00	9.0%		0.0%	0.00
	9.0%	N	0.00	9.0%		9.0%	N	0.00	9.0%		0.0%	0.00
	9.0%	N	0.00	9.0%		9.0%	N	0.00	9.0%		0.0%	0.00
HIGHWAYS ADOPTION FEE • Adoption Fee - minimum charge	2,700.00	N	0.00	2,700.00		2,970.00	N	0.00	2,970.00		10.0%	270.00
Note : Whichever is the greatest of the above applies												
Supply of official copies of Section 38 and Section 278 documentation	36.00 + postage fees	N	0.00	36.00 + postage fees		37.00 + postage fees	N	0.00	37.00 + postage fees		2.7%	0.00
STREET NAMING • Street Naming	269.00	N	0.00	269.00		277.00	N	0.00	277.00		3.0%	8.00
HIGHWAY LICENCE ENFORCEMENT VISIT												
Highway Licence Enforcement Visit	107.00	N	0.00	107.00		110.00	N	0.00	110.00		2.8%	3.00
INVESTIGATION WORK FOR SOLICITORS, INSURANCE AND OTHER PROFESSIONAL SERVICES • First Hour • Each subsequent hour or part thereof • Not for profit or public sector organisations (such as police, law enforcement and fraud investigations)	54.00	N	0.00	54.00		56.00	N	0.00	56.00		3.7%	2.00
	38.00	N	0.00	38.00		39.00	N	0.00	39.00		2.6%	1.00
	FREE	N	0.00	FREE		FREE	N	0.00	FREE		0.0%	0.00
LANDOWNER DEPOSIT												
• Deposit a Map, Landowner Statement & Statutory Declaration Under S31(6) of the Highways Act 1980	367.50	N	0.00	367.50		379.00	N	0.00	379.00		3.1%	11.50
• Deposit a Map and Landowner Statement under S15A of the Commons Act 2006	367.50	N	0.00	367.50		379.00	N	0.00	379.00		3.1%	11.50
ENVIRONMENTAL INFORMATION REGULATIONS (EIR)												
• Requests for Information Included in the Environmental Information Regulations 2004 (per hour)	26.00	N	0.00	26.00		27.00	N	0.00	27.00		3.8%	1.00

Page 471

	2021/22 CHARGES					PROPOSED 2022/23 CHARGES					NET VARIANCE FROM PREVIOUS YEAR EXCLUDING VAT	
DESCRIPTION OF FEES	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		% CHANGE	£ CHANGE EXCL. VAT
PLANNING												
PRE-APPLICATION ADVICE FOR PLANNING PROPOSALS												
HOUSEHOLDER												
• Extensions/ alterations/ outbuildings to single-family dwellings only (including 1 flat but not a listed building) - MEETING	70.83	Y	14.17	85.00		72.50	Y	14.50	87.00		2.4%	1.67
Letter Only	41.67	Y	8.33	50.00		43.33	Y	8.67	52.00		4.0%	1.66
MINOR PLANNING PROPOSALS												
• Residential - 1 unit	291.67	Y	58.33	350.00		300.00	Y	60.00	360.00		2.9%	8.33
• Non-residential up to 99sqm	291.67	Y	58.33	350.00		300.00	Y	60.00	360.00		2.9%	8.33
• Agricultural Buildings up to 540sqm	291.67	Y	58.33	350.00		300.00	Y	60.00	360.00		2.9%	8.33
• Glasshouses up to 465sqm	291.67	Y	58.33	350.00		300.00	Y	60.00	360.00		2.9%	8.33
• Plant and machinery	291.67	Y	58.33	350.00		300.00	Y	60.00	360.00		2.9%	8.33
• Car Parks	291.67	Y	58.33	350.00		300.00	Y	60.00	360.00		2.9%	8.33
• Advertisements	291.67	Y	58.33	350.00		300.00	Y	60.00	360.00		2.9%	8.33
• Demolition of Buildings	291.67	Y	58.33	350.00		300.00	Y	60.00	360.00		2.9%	8.33
• CLEUDs	291.67	Y	58.33	350.00		300.00	Y	60.00	360.00		2.9%	8.33
• Discharge of conditions	291.67	Y	58.33	350.00		300.00	Y	60.00	360.00		2.9%	8.33
• Non-material alterations	291.67	Y	58.33	350.00		300.00	Y	60.00	360.00		2.9%	8.33
• Minor-material alterations	291.67	Y	58.33	350.00		300.00	Y	60.00	360.00		2.9%	8.33
• Change of use	291.67	Y	58.33	350.00		300.00	Y	60.00	360.00		2.9%	8.33
• Shop fronts	291.67	Y	58.33	350.00		300.00	Y	60.00	360.00		2.9%	8.33
Minor Planning Proposals (above) Follow up meeting .	166.67	Y	33.33	200.00		175.00	Y	35.00	210.00		5.0%	8.33
MEDIUM PLANNING PROPOSALS												
• 2-9 dwellings	416.67	Y	83.33	500.00		429.17	Y	85.83	515.00		3.0%	12.50
• 100-999sqm commercial floorspace	416.67	Y	83.33	500.00		429.17	Y	85.83	515.00		3.0%	12.50
• Telecommunication	416.67	Y	83.33	500.00		429.17	Y	85.83	515.00		3.0%	12.50
• Minerals or Waste less than 0.5ha	416.67	Y	83.33	500.00		429.17	Y	85.83	515.00		3.0%	12.50
Medium Planning Proposals (above) Follow up meeting	250.00	Y	50.00	300.00		258.33	Y	51.67	310.00		3.3%	8.33
SMALL MAJOR PLANNING PROPOSALS												
• 10-20 dwellings	625.00	Y	125.00	750.00		641.67	Y	128.33	770.00		2.7%	16.67
• 1,000- 1,999 sqm commercial floorspace	625.00	Y	125.00	750.00		641.67	Y	128.33	770.00		2.7%	16.67
• 0.5-1ha site area	625.00	Y	125.00	750.00		641.67	Y	128.33	770.00		2.7%	16.67
Small Major Planning Proposals (above) Follow Up Meeting	333.33	Y	66.67	400.00		341.67	Y	68.33	410.00		2.5%	8.34

	2021/22 CHARGES					PROPOSED 2022/23 CHARGES					NET VARIANCE FROM PREVIOUS YEAR EXCLUDING VAT	
DESCRIPTION OF FEES	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		% CHANGE	£ CHANGE EXCL. VAT
MAJOR PLANNING PROPOSALS												
• 21-49 dwellings	833.33	Y	166.67	1,000.00		858.33	Y	171.67	1,030.00		3.0%	25.00
• 2,000-9,999 sqm commercial floorspace	833.33	Y	166.67	1,000.00		858.33	Y	171.67	1,030.00		3.0%	25.00
• 1-2 ha + site area	833.33	Y	166.67	1,000.00		858.33	Y	171.67	1,030.00		3.0%	25.00
Major Planning Proposals (above) Follow Up Meeting	416.67	Y	83.33	500.00		429.17	Y	85.83	515.00		3.0%	12.50
LARGE MAJOR PLANNING PROPOSALS												
• 50-200 dwellings	1,666.67	Y	333.33	2,000.00		1,716.67	Y	343.33	2,060.00		3.0%	50.00
• Over 10,000sqm commercial floorspace	1,666.67	Y	333.33	2,000.00		1,716.67	Y	343.33	2,060.00		3.0%	50.00
• Over 2ha site area	1,666.67	Y	333.33	2,000.00		1,716.67	Y	343.33	2,060.00		3.0%	50.00
• Energy projects	1,666.67	Y	333.33	2,000.00		1,716.67	Y	343.33	2,060.00		3.0%	50.00
Large Major Planning Proposals (above) Follow Up Meeting	833.33	Y	166.67	1,000.00		858.33	Y	171.67	1,030.00		3.0%	25.00
PLANNING PERFORMANCE AGREEMENT												
• Bespoke service - written advice, a series of meetings, fast track validation & determination	Charge on Individual Basis	Y	Charge on Individual Basis	Charge on Individual Basis		Charge on Individual Basis	Y	Charge on Individual Basis	Charge on Individual Basis			
VARY, MODIFY OR DISCHARGE LEGAL AGREEMENT												
• 1 dwelling	250.00	Y	50.00	300.00		258.00	Y	51.60	309.60		3.2%	8.00
• Agreement for commercial development or more than 1 dwelling	416.67	Y	83.33	500.00		429.17	Y	85.83	515.00		3.0%	12.50
PLANNING HISTORY SEARCH												
• Per property - PER HOUR	41.67	Y	8.33	50.00		42.92	Y	8.58	51.50		3.0%	1.25
PERMITTED DEVELOPMENT ENQUIRY												
• As an alternative to applying for a Certificate, an informal opinion will be offered	41.67	Y	8.33	50.00		42.92	Y	8.58	51.50		3.0%	1.25
SPECIALIST OFFICER REQUESTED TO ATTEND MEETINGS												
• Per Officer	125.00	Y	25.00	150.00		128.75	Y	25.75	154.50		3.0%	3.75
FOOD SAFETY												
• Export Certification - Standard Fee	62.00	N	0.00	62.00		64.00	N	0.00	64.00		3.2%	2.00
• Export Certification - With Samples Taken	125.00	N	0.00	125.00		129.00	N	0.00	129.00		3.2%	4.00
• Food safety re- inspection visit	145.83	Y	29.17	175.00		150.00	Y	30.00	180.00		2.9%	4.17
• Advisory visit charge per hour	81.00	Y	16.20	97.20		83.43	Y	16.69	100.12		3.0%	2.43

	2021/22 CHARGES					PROPOSED 2022/23 CHARGES					NET VARIANCE FROM PREVIOUS YEAR EXCLUDING VAT	
DESCRIPTION OF FEES	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		% CHANGE	£ CHANGE EXCL. VAT
• Charge for each 30 minutes or part thereof of staff time	50.00	N	0.00	50.00		52.00	N	0.00	52.00		4.0%	2.00
PRIVATE WATER SUPPLIES												
• Risk Assesment (per hour, maximum charge £500)	50.00	N	0.00	50.00		52.00	N	0.00	52.00		4.0%	2.00
• Investigation (per investigation)	100.00	N	0.00	100.00		103.00	N	0.00	103.00		3.0%	3.00
• Granting an authorisation (per investigation)	100.00	N	0.00	100.00		103.00	N	0.00	103.00		3.0%	3.00
• Analysing a water sample under Regulation 10 (Private water Supplies (England) Regulations 2016)	25.00	N	0.00	25.00		26.00	N	0.00	26.00		4.0%	1.00
• Analysing a water sample taken during check monitoring	At Cost to a Maximum of £100	N	0.00	At Cost to a Maximum of £100		At Cost to a Maximum of £100	N	0.00	At Cost to a Maximum of £100		0.0%	0.00
• Analysing a sample taken during audit monitoring and monitoring under Regulation 11 (Private water Supplies (England) Regulations 2016)	At Cost to a Maximum of £500	N	0.00	At Cost to a Maximum of £500		At Cost to a Maximum of £500	N	0.00	At Cost to a Maximum of £500		0.0%	0.00
ENVIRONMENTAL HEALTH												
Application fee for a permit for an installation. Part B activity or solvent emission activity (fee payable for each activity)												
• Any Part 1 reduced fee activity (other than those in items II and vehicle refinishers)	158.00	N	0.00	158.00		163.00	N	0.00	163.00		3.2%	5.00
• PVR 1 and PVR II activities carried on at the same service station	260.00	N	0.00	260.00		268.00	N	0.00	268.00		3.1%	8.00
• Vehicle refinishers (b), any Part 2, Part 3 or Part 4 reduced fee activity	365.00	N	0.00	365.00		376.00	N	0.00	376.00		3.0%	11.00
• Any other Part B activity or any other solvent emission activity	1,670.00	N	0.00	1,670.00		1,720.00	N	0.00	1,720.00		3.0%	50.00
Application fee for grant of a permit for mobile plant (Fee payable for each permit to operate mobile plant)												
• 1 st & 2 nd Permit	1,670.00	N	0.00	1,670.00		1,720.00	N	0.00	1,720.00		3.0%	50.00
• 3 rd – 7 th Permit	995.00	N	0.00	995.00		1,025.00	N	0.00	1,025.00		3.0%	30.00
• 8 th and subsequent permits	510.00	N	0.00	510.00		525.00	N	0.00	525.00		2.9%	15.00
Additional fees for a late application for an installation												
• Reduced fee activity	75.00	N	0.00	75.00		77.00	N	0.00	77.00		2.7%	2.00
• Any other Part B activity or any other solvent emission activity	1,195.00	N	0.00	1,195.00		1,231.00	N	0.00	1,231.00		3.0%	36.00

DESCRIPTION OF FEES	2021/22 CHARGES					PROPOSED 2022/23 CHARGES					NET VARIANCE FROM PREVIOUS YEAR EXCLUDING VAT	
	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		% CHANGE	£ CHANGE EXCL. VAT
Additional fees for a late application for a mobile	1,195.00	N	0.00	1,195.00		1,231.00	N	0.00	1,231.00		3.0%	36.00
Fee for substantial change variation of permit												
• Reduced fee activity	105.00	N	0.00	105.00		108.00	N	0.00	108.00		2.9%	3.00
• Any other Part B activity or any other solvent emission activity	1,055.00	N	0.00	1,055.00		1,087.00	N	0.00	1,087.00		3.0%	32.00
• Substantial change in the operation of an installation for a Part B activity or solvent emission activity	1,655.00	N	0.00	1,655.00		1,705.00	N	0.00	1,705.00		3.0%	50.00
Transfer of a Permit												
• Partial transfer (no fee for total transfer) for a reduced fee activity	50.00	N	0.00	50.00		52.00	N	0.00	52.00		4.0%	2.00
• Partial transfer, £169 for a total transfer for any other part B activity or any other solvent emission activity	500.00	N	0.00	500.00		515.00	N	0.00	515.00		3.0%	15.00
• Part B mobile plant for fixed period of hire	55.00	N	0.00	55.00		57.00	N	0.00	57.00		3.6%	2.00
• Subsequent applications if plant user, operator and authority different	55.00	N	0.00	55.00		57.00	N	0.00	57.00		3.6%	2.00
Subsistence Annual Charge for Installations												
Low Risk												
• Any part 1 reduced fee activity (other than those in items II and vehicle refinishers)	82.00	N	0.00	82.00		84.00	N	0.00	84.00		2.4%	2.00
• PVR I and PVR II activities carried on at the same service station	115.00	N	0.00	115.00		118.00	N	0.00	118.00		2.6%	3.00
• Vehicle refinishers (b), any Part 2, Part 3 or Part 4 reduced fee activity	230.00	N	0.00	230.00		237.00	N	0.00	237.00		3.0%	7.00
• Any other Part B activity or any other solvent emission activity	775.00	N	0.00	775.00		798.00	N	0.00	798.00		3.0%	23.00
Medium Risk												
• Any part 1 reduced fee activity (other than those in items II and vehicle refinishers)	160.00	N	0.00	160.00		165.00	N	0.00	165.00		3.1%	5.00
• PVR I and PVR II activities carried on at the same service station	230.00	N	0.00	230.00		237.00	N	0.00	237.00		3.0%	7.00
• Vehicle refinishers (b), any Part 2, Part 3 or Part 4 reduced fee activity	370.00	N	0.00	370.00		381.00	N	0.00	381.00		3.0%	11.00
• Any other Part B activity or any other solvent emission activity	1,165.00	N	0.00	1,165.00		1,200.00	N	0.00	1,200.00		3.0%	35.00

	2021/22 CHARGES					PROPOSED 2022/23 CHARGES					NET VARIANCE FROM PREVIOUS YEAR EXCLUDING VAT	
DESCRIPTION OF FEES	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		% CHANGE	£ CHANGE EXCL. VAT
High Risk												
• Any part 1 reduced fee activity (other than those in items II and vehicle refinishers)	240.00	N	0.00	240.00		247.00	N	0.00	247.00		2.9%	7.00
• PVR I and PVR II activities carried on at the same service station	345.00	N	0.00	345.00		355.00	N	0.00	355.00		2.9%	10.00
• Vehicle refinishers (b), any Part 2, Part 3 or Part 4 reduced fee activity	550.00	N	0.00	550.00		567.00	N	0.00	567.00		3.1%	17.00
• Any other Part B activity or any other solvent emission activity	1,750.00	N	0.00	1,750.00		1,803.00	N	0.00	1,803.00		3.0%	53.00
Subsistence Annual Charge for installations												
Low Risk												
• 1 st & 2 nd Permit	630.00	N	0.00	630.00		649.00	N	0.00	649.00		3.0%	19.00
• 3 rd – 7 th Permit	390.00	N	0.00	390.00		402.00	N	0.00	402.00		3.1%	12.00
• 8 th and subsequent permits	202.00	N	0.00	202.00		208.00	N	0.00	208.00		3.0%	6.00
Medium Risk												
• 1 st & 2 nd Permit	1,038.00	N	0.00	1,038.00		1,069.00	N	0.00	1,069.00		3.0%	31.00
• 3 rd – 7 th Permit	620.00	N	0.00	620.00		639.00	N	0.00	639.00		3.1%	19.00
• 8 th and subsequent permits	320.00	N	0.00	320.00		330.00	N	0.00	330.00		3.1%	10.00
High Risk												
• 1 st & 2 nd Permit	1,555.00	N	0.00	1,555.00		1,602.00	N	0.00	1,602.00		3.0%	47.00
• 3 rd – 7 th Permit	928.00	N	0.00	928.00		956.00	N	0.00	956.00		3.0%	28.00
• 8 th and subsequent permits	475.00	N	0.00	475.00		489.00	N	0.00	489.00		2.9%	14.00
• Late Payment Charge	55.00	N	0.00	55.00		57.00	N	0.00	57.00		3.6%	2.00
HEALTH & SAFETY												
• Charge for each 30 minutes or part thereof of staff time	50.00	N	0.00	50.00		52.00	N	0.00	52.00		4.0%	2.00
COSMETIC PIERCING, TATTOOING, ACUPUNCTURE & ELECTROLYSIS												
• Registration fee per application	115.00	N	0.00	115.00		118.00	N	0.00	118.00		2.6%	3.00
• Registration fee per individual	68.00	N	0.00	68.00		70.00	N	0.00	70.00		2.9%	2.00

	2021/22 CHARGES					PROPOSED 2022/23 CHARGES					NET VARIANCE FROM PREVIOUS YEAR EXCLUDING VAT	
DESCRIPTION OF FEES	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		% CHANGE	£ CHANGE EXCL. VAT
NEIGHBOURHOOD ENFORCEMENT												
ENVIRONMENTAL INFORMATION & REGULATIONS												
• Charge for each 30 minutes, or part thereof, of staff time	51.50	N	0.00	51.50		53.00	N	0.00	53.00		2.9%	1.50
CHARGES FOR PHOTOCOPYING:												
• Additional charge if number of sheets exceeds 25 or if retrieval of the copies takes more than 15 minutes, based on each 30 minutes, or part thereof, of staff time	22.50	N	0.00	22.50		23.00	N	0.00	23.00		2.2%	0.50
HOUSING												
SELECTIVE LICENSING	490.00	N	0.00	490.00		490.00	N	0.00	490.00		0.0%	0.00
HOUSES IN MULTIPLE OCCUPATION LICENCE FEE												
• Licence application fee for 5 bedroom HMO	590.00	N	0.00	590.00		608.00	N	0.00	608.00		3.1%	18.00
• Additional charge per additional bedroom	25.00	N	0.00	25.00		26.00	N	0.00	26.00		4.0%	1.00
• Compliance and enforcement fee	270.00	N	0.00	270.00		278.00	N	0.00	278.00		3.0%	8.00
PUBLIC HEALTH												
CONTAMINATED LAND INVESTIGATION												
• Provision of information from files	116.00	N	0.00	116.00		119.00	N	0.00	119.00		2.6%	3.00
• File/record search	238.00	N	0.00	238.00		245.00	N	0.00	245.00		2.9%	7.00
• Monitoring/Sampling on a time and materials charge	At cost	Y	At cost	At cost		At cost	Y	At cost	At cost			
ANIMAL HEALTH LICENCES												
Selling Animals												
• Selling animals as pets application fee	306.00 (Renewal £261.00)	N	0.00	306.00 (Renewal £261.00)		321.00 (Renewal £274.00)	N	0.00	321.00 (Renewal £274.00)		4.9%	15.00 (Renewal £13.00)
• Selling animals as pets grant fee - 1 year	213.00 (Renewal £168.00)	N	0.00	213.00 (Renewal £168.00)		224.00 (Renewal £176.00)	N	0.00	224.00 (Renewal £176.00)		5.2%	11.00 (Renewal £8.00)
• Selling animals as pets grant fee - 2 years	264.00 (Renewal £219.00)	N	0.00	264.00 (Renewal £219.00)		277.00 (Renewal £230.00)	N	0.00	277.00 (Renewal £230.00)		4.9%	13.00 (Renewal £11.00)
• Selling animals as pets grant fee - 3 years	315.00 (Renewal £270.00)	N	0.00	315.00 (Renewal £270.00)		331.00 (Renewal £284.00)	N	0.00	331.00 (Renewal £284.00)		5.1%	16.00 (Renewal £14.00)

	2021/22 CHARGES					PROPOSED 2022/23 CHARGES					NET VARIANCE FROM PREVIOUS YEAR EXCLUDING VAT	
DESCRIPTION OF FEES	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		% CHANGE	£ CHANGE EXCL. VAT
• Selling animals as pets variation fee (per hour)	50.00	N	0.00	50.00		50.00	N	0.00	50.00		0.0%	0.00
Animal Boarding												
• Animal boarding - Home boarding licence application fee	199.00 (Renewal £186.00)	N	0.00	199.00 (Renewal £186.00)		209.00 (Renewal £195.00)	N	0.00	209.00 (Renewal £195.00)		5.0%	10.00 (Renewal £9.00)
• Animal boarding - Home boarding licence grant fee - 1 year	144.00 (Renewal £131.00)	N	0.00	144.00 (Renewal £131.00)		151.00 (Renewal £138.00)	N	0.00	151.00 (Renewal £138.00)		4.9%	7.00 (Renewal £7.00)
• Animal boarding - Home boarding licence grant fee - 2 years	195.00 (Renewal £182.00)	N	0.00	195.00 (Renewal £182.00)		205.00 (Renewal £191.00)	N	0.00	205.00 (Renewal £191.00)		5.1%	10.00 (Renewal £9.00)
• Animal boarding - Home boarding licence grant fee - 3 years	246.00 (Renewal £233.00)	N	0.00	246.00 (Renewal £233.00)		258.00 (Renewal £245.00)	N	0.00	258.00 (Renewal £245.00)		4.9%	12.00 (Renewal £12.00)
• Animal boarding - Home boarding licence variation fee (per hour)	50.00	N	0.00	50.00		50.00	N	0.00	50.00		0.0%	0.00
• Boarding of cats <i>or</i> dogs - Application fee <10 animals	305.00 (Renewal £236.00)	N	0.00	305.00 (Renewal £236.00)		320.00 (Renewal £248.00)	N	0.00	320.00 (Renewal £248.00)		4.9%	15.00 (Renewal £12.00)
• Boarding of cats <i>or</i> dogs - Application fee 10 - 29 animals	330.00 (Renewal £261.00)	N	0.00	330.00 (Renewal £261.00)		347.00 (Renewal £274.00)	N	0.00	347.00 (Renewal £274.00)		5.2%	17.00 (Renewal £13.00)
• Boarding of cats <i>or</i> dogs - Application fee >30 animals	355.00 (Renewal £286.00)	N	0.00	355.00 (Renewal £286.00)		373.00 (Renewal £300.00)	N	0.00	373.00 (Renewal £300.00)		5.1%	18.00 (Renewal £14.00)
• Boarding of cats <i>or</i> dogs - Application fee >60 animals	380.00 (Renewal £311.00)	N	0.00	380.00 (Renewal £311.00)		399.00 (Renewal £327.00)	N	0.00	399.00 (Renewal £327.00)		5.0%	19.00 (Renewal £16.00)
• Boarding of cats <i>or</i> dogs - Grant fee 1 Year <10 animals	225.00 (Renewal £156.00)	N	0.00	225.00 (Renewal £156.00)		236.00 (Renewal £164.00)	N	0.00	236.00 (Renewal £164.00)		4.9%	11.00 (Renewal £8.00)
• Boarding of cats <i>or</i> dogs - Grant fee 1 Year 10 - 29 animals	337.00 (Renewal £268.00)	N	0.00	337.00 (Renewal £268.00)		354.00 (Renewal £281.00)	N	0.00	354.00 (Renewal £281.00)		5.0%	17.00 (Renewal £13.00)
• Boarding of cats <i>or</i> dogs - Grant fee 1 Year >30 animals	375.00 (Renewal £306.00)	N	0.00	375.00 (Renewal £306.00)		394.00 (Renewal £321.00)	N	0.00	394.00 (Renewal £321.00)		5.1%	19.00 (Renewal £15.00)
• Boarding of cats <i>or</i> dogs - Grant fee 1 Year >60 animals	412.00 (Renewal £343.00)	N	0.00	412.00 (Renewal £343.00)		433.00 (Renewal £360.00)	N	0.00	433.00 (Renewal £360.00)		5.1%	21.00 (Renewal £17.00)

DESCRIPTION OF FEES	2021/22 CHARGES					PROPOSED 2022/23 CHARGES					NET VARIANCE FROM PREVIOUS YEAR EXCLUDING VAT	
	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		% CHANGE	£ CHANGE EXCL. VAT
• Boarding of cats <i>or</i> dogs - Grant fee 2 Year <10 animals	276.00 (Renewal £207.00)	N	0.00	276.00 (Renewal £207.00)		290.00 (Renewal £217.00)	N	0.00	290.00 (Renewal £217.00)		5.1%	14.00 (Renewal £10.00)
• Boarding of cats <i>or</i> dogs - Grant fee 2 Year 10 - 29 animals	388.00 (Renewal £319.00)	N	0.00	388.00 (Renewal £319.00)		407.00 (Renewal £335.00)	N	0.00	407.00 (Renewal £335.00)		4.9%	19.00 (Renewal £16.00)
• Boarding of cats <i>or</i> dogs - Grant fee 2 Year >30 animals	426.00 (Renewal £357.00)	N	0.00	426.00 (Renewal £357.00)		447.00 (Renewal £375.00)	N	0.00	447.00 (Renewal £375.00)		4.9%	21.00 (Renewal £18.00)
• Boarding of cats <i>or</i> dogs - Grant fee 2 Year >60 animals	463.00 (Renewal £394.00)	N	0.00	463.00 (Renewal £394.00)		486.00 (Renewal £413.00)	N	0.00	486.00 (Renewal £413.00)		5.0%	23.00 (Renewal £19.00)
• Boarding of cats <i>or</i> dogs - Grant fee 3 Year <10 animals	327.00 (Renewal £258.00)	N	0.00	327.00 (Renewal £258.00)		343.00 (Renewal £271.00)	N	0.00	343.00 (Renewal £271.00)		4.9%	16.00 (Renewal £13.00)
• Boarding of cats <i>or</i> dogs - Grant fee 3 Year 10 - 29 animals	439.00 (Renewal £370.00)	N	0.00	439.00 (Renewal £370.00)		461.00 (Renewal £388.00)	N	0.00	461.00 (Renewal £388.00)		5.0%	22.00 (Renewal £18.00)
• Boarding of cats <i>or</i> dogs - Grant fee 3 Year >30 animals	477.00 (Renewal £408.00)	N	0.00	477.00 (Renewal £408.00)		501.00 (Renewal £428.00)	N	0.00	501.00 (Renewal £428.00)		5.0%	24.00 (Renewal £20.00)
• Boarding of cats <i>or</i> dogs - Grant fee 3 Year >60 animals	514.00 (Renewal £445.00)	N	0.00	514.00 (Renewal £445.00)		540.00 (Renewal £467.00)	N	0.00	540.00 (Renewal £467.00)		5.1%	26.00 (Renewal £22.00)
• Boarding of cats <i>or</i> dogs - Variation fee (per hour)	50.00	N	0.00	50.00		50.00	N	0.00	50.00		0.0%	0.00
• Boarding of cats <i>and</i> dogs - Application fee <10 animals	355.00 (Renewal £286.00)	N	0.00	355.00 (Renewal £286.00)		373.00 (Renewal £300.00)	N	0.00	373.00 (Renewal £300.00)		5.1%	18.00 (Renewal £14.00)
• Boarding of cats <i>and</i> dogs - Application fee 10 - 29 animals	380.00 (Renewal £311.00)	N	0.00	380.00 (Renewal £311.00)		399.00 (Renewal £327.00)	N	0.00	399.00 (Renewal £327.00)		5.0%	19.00 (Renewal £16.00)
• Boarding of cats <i>and</i> dogs - Application fee >30 animals	405.00 (Renewal £336.00)	N	0.00	405.00 (Renewal £336.00)		425.00 (Renewal £353.00)	N	0.00	425.00 (Renewal £353.00)		4.9%	20.00 (Renewal £17.00)
• Boarding of cats <i>and</i> dogs - Application fee >60 animals	430.00 (Renewal £361.00)	N	0.00	430.00 (Renewal £361.00)		451.00 (Renewal £379.00)	N	0.00	451.00 (Renewal £379.00)		4.9%	21.00 (Renewal £18.00)
• Boarding of cats <i>and</i> dogs - Grant fee 1 Year <10 animals	250.00 (Renewal £181.00)	N	0.00	250.00 (Renewal £181.00)		263.00 (Renewal £190.00)	N	0.00	263.00 (Renewal £190.00)		5.2%	13.00 (Renewal £9.00)

DESCRIPTION OF FEES	2021/22 CHARGES					PROPOSED 2022/23 CHARGES					NET VARIANCE FROM PREVIOUS YEAR EXCLUDING VAT	
	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		% CHANGE	£ CHANGE EXCL. VAT
• Boarding of cats <i>and</i> dogs - Grant fee 1 Year 10 - 29 animals	262.00 (Renewal £193.00)	N	0.00	262.00 (Renewal £193.00)		275.00 (Renewal £203.00)	N	0.00	275.00 (Renewal £203.00)		5.0%	13.00 (Renewal £10.00)
• Boarding of cats <i>and</i> dogs - Grant fee 1 Year >30 animals	275.00 (Renewal £206.00)	N	0.00	275.00 (Renewal £206.00)		289.00 (Renewal £216.00)	N	0.00	289.00 (Renewal £216.00)		5.1%	14.00 (Renewal £10.00)
• Boarding of cats <i>and</i> dogs - Grant fee 1 Year >60 animals	289.00 (Renewal £220.00)	N	0.00	289.00 (Renewal £220.00)		304.00 (Renewal £231.00)	N	0.00	304.00 (Renewal £231.00)		5.2%	15.00 (Renewal £11.00)
• Boarding of cats <i>and</i> dogs - Grant fee 2 Year <10 animals	301.00 (Renewal £232.00)	N	0.00	301.00 (Renewal £232.00)		316.00 (Renewal £244.00)	N	0.00	316.00 (Renewal £244.00)		5.0%	15.00 (Renewal £12.00)
• Boarding of cats <i>and</i> dogs - Grant fee 2 Year 10 - 29 animals	352.00 (Renewal £283.00)	N	0.00	352.00 (Renewal £283.00)		370.00 (Renewal £297.00)	N	0.00	370.00 (Renewal £297.00)		5.1%	18.00 (Renewal £14.00)
• Boarding of cats <i>and</i> dogs - Grant fee 2 Year >30 animals	403.00 (Renewal £334.00)	N	0.00	403.00 (Renewal £334.00)		424.00 (Renewal £351.00)	N	0.00	424.00 (Renewal £351.00)		5.2%	21.00 (Renewal £17.00)
• Boarding of cats <i>and</i> dogs - Grant fee 2 Year >60 animals	454.00 (Renewal £385.00)	N	0.00	454.00 (Renewal £385.00)		477.00 (Renewal £404.00)	N	0.00	477.00 (Renewal £404.00)		5.1%	23.00 (Renewal £19.00)
• Boarding of cats <i>and</i> dogs - Grant fee 3 Year <10 animals	352.00 (Renewal £283.00)	N	0.00	352.00 (Renewal £283.00)		370.00 (Renewal £297.00)	N	0.00	370.00 (Renewal £297.00)		5.1%	18.00 (Renewal £14.00)
• Boarding of cats <i>and</i> dogs - Grant fee 3 Year 10 - 29 animals	403.00 (Renewal £334.00)	N	0.00	403.00 (Renewal £334.00)		423.00 (Renewal £351.00)	N	0.00	423.00 (Renewal £351.00)		5.0%	20.00 (Renewal £17.00)
• Boarding of cats <i>and</i> dogs - Grant fee 3 Year >30 animals	454.00 (Renewal £385.00)	N	0.00	454.00 (Renewal £385.00)		477.00 (Renewal £404.00)	N	0.00	477.00 (Renewal £404.00)		5.1%	23.00 (Renewal £19.00)
• Boarding of cats <i>and</i> dogs - Grant fee 3 Year >60 animals	505.00 (Renewal £436.00)	N	0.00	505.00 (Renewal £436.00)		530.00 (Renewal £458.00)	N	0.00	530.00 (Renewal £458.00)		5.0%	25.00 (Renewal £22.00)
• Boarding of cats <i>and</i> dogs - Variation fee (per hour)	50.00	N	0.00	50.00		50.00	N	0.00	50.00		0.0%	0.00
Providing Day Care for Dogs												
• Day care for dogs - Application fee	340.00 (Renewal £236.00)	N	0.00	340.00 (Renewal £236.00)		357.00 (Renewal £248.00)	N	0.00	357.00 (Renewal £248.00)		5.0%	17.00 (Renewal £12.00)

	2021/22 CHARGES					PROPOSED 2022/23 CHARGES					NET VARIANCE FROM PREVIOUS YEAR EXCLUDING VAT	
DESCRIPTION OF FEES	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		% CHANGE	£ CHANGE EXCL. VAT
• Day care for dogs - Grant fee - 1 year	260.00 (Renewal £156.00)	N	0.00	260.00 (Renewal £156.00)		273.00 (Renewal £164.00)	N	0.00	273.00 (Renewal £164.00)		5.0%	13.00 (Renewal £8.00)
• Day care for dogs - Grant fee - 2 years	311.00 (Renewal £207.00)	N	0.00	311.00 (Renewal £207.00)		327.00 (Renewal £217.00)	N	0.00	327.00 (Renewal £217.00)		5.1%	16.00 (Renewal £10.00)
• Day care for dogs - Grant fee - 3 years	362.00 (Renewal £258.00)	N	0.00	362.00 (Renewal £258.00)		380.00 (Renewal £271.00)	N	0.00	380.00 (Renewal £271.00)		5.0%	18.00 (Renewal £13.00)
• Day care for dogs - Variation fee	50.00	N	0.00	50.00		50.00	N	0.00	50.00		0.0%	0.00
Dog Breeding												
• Dog breeding licence - Residential application fee	267.00 (Renewal £236.00)	N	0.00	267.00 (Renewal £236.00)		280.00 (Renewal £248.00)	N	0.00	280.00 (Renewal £248.00)		4.9%	13.00 (Renewal £12.00)
• Dog breeding licence - Commercial application fee	317.00 (Renewal £286.00)	N	0.00	317.00 (Renewal £286.00)		333.00 (Renewal £300.00)	N	0.00	333.00 (Renewal £300.00)		5.0%	16.00 (Renewal £14.00)
• Dog breeding licence - Residential grant fee - 1 year	187.00 (Renewal £156.00)	N	0.00	187.00 (Renewal £156.00)		197.00 (Renewal £164.00)	N	0.00	197.00 (Renewal £164.00)		5.3%	10.00 (Renewal £8.00)
• Dog breeding licence - Residential grant fee - 2 years	238.00 (Renewal £207.00)	N	0.00	238.00 (Renewal £207.00)		250.00 (Renewal £217.00)	N	0.00	250.00 (Renewal £217.00)		5.0%	12.00 (Renewal £10.00)
• Dog breeding licence - Residential grant fee - 3 years	289.00 (Renewal £258.00)	N	0.00	289.00 (Renewal £258.00)		304.00 (Renewal £271.00)	N	0.00	304.00 (Renewal £271.00)		5.2%	15.00 (Renewal £13.00)
• Dog breeding licence - Commercial grant fee - 1 year	212.00 (Renewal £181.00)	N	0.00	212.00 (Renewal £181.00)		223.00 (Renewal £190.00)	N	0.00	223.00 (Renewal £190.00)		5.2%	11.00 (Renewal £9.00)
• Dog breeding licence - Commercial grant fee - 2 years	263.00 (Renewal £232.00)	N	0.00	263.00 (Renewal £232.00)		276.00 (Renewal £244.00)	N	0.00	276.00 (Renewal £244.00)		4.9%	13.00 (Renewal £12.00)
• Dog breeding licence - Commercial grant fee - 3 years	314.00 (Renewal £283.00)	N	0.00	314.00 (Renewal £283.00)		330.00 (Renewal £297.00)	N	0.00	330.00 (Renewal £297.00)		5.1%	16.00 (Renewal £14.00)
• Dog breeding licence - Variation fee (per hour)	50.00	N	0.00	50.00		50.00	N	0.00	50.00		0.0%	0.00
Hiring out Horses												
• Hiring out horses - Application fee <10 horses	281.00 (Renewal £236.00)	N	0.00	281.00 (Renewal £236.00)		295.00 (Renewal £248.00)	N	0.00	295.00 (Renewal £248.00)		5.0%	14.00 (Renewal £12.00)

DESCRIPTION OF FEES	2021/22 CHARGES					PROPOSED 2022/23 CHARGES					NET VARIANCE FROM PREVIOUS YEAR EXCLUDING VAT	
	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		% CHANGE	£ CHANGE EXCL. VAT
• Hiring out horses - Application fee <49 horses	381.00 (Renewal £336.00)	N	0.00	381.00 (Renewal £336.00)		400.00 (Renewal £353.00)	N	0.00	400.00 (Renewal £353.00)		5.0%	19.00 (Renewal £17.00)
• Hiring out horses - Application fee >50 horses	481.00 (Renewal £436.00)	N	0.00	481.00 (Renewal £436.00)		505.00 (Renewal £458.00)	N	0.00	505.00 (Renewal £458.00)		5.0%	24.00 (Renewal £22.00)
• Hiring out horses - Grant fee - 1 year	101.00 (Renewal £56.00)	N	0.00	101.00 (Renewal £56.00)		106.00 (Renewal £59.00)	N	0.00	106.00 (Renewal £59.00)		5.0%	5.00 (Renewal £3.00)
• Hiring out horses - Grant fee <10 horses - 2 years	251.00 (Renewal £206.00)	N	0.00	251.00 (Renewal £206.00)		264.00 (Renewal £216.00)	N	0.00	264.00 (Renewal £216.00)		5.2%	13.00 (Renewal £10.00)
• Hiring out horses - Grant fee <49 horses - 2 years	351.00 (Renewal £306.00)	N	0.00	351.00 (Renewal £306.00)		369.00 (Renewal £321.00)	N	0.00	369.00 (Renewal £321.00)		5.1%	18.00 (Renewal £15.00)
Hiring out horses - Grant fee >50 horses - 2 years	451.00 (Renewal £406.00)	N	0.00	451.00 (Renewal £406.00)		474.00 (Renewal £426.00)	N	0.00	474.00 (Renewal £426.00)		5.1%	23.00 (Renewal £20.00)
Hiring out horses - Grant fee <10 horses - 3 years	502.00 (Renewal £457.00)	N	0.00	502.00 (Renewal £457.00)		527.00 (Renewal £480.00)	N	0.00	527.00 (Renewal £480.00)		5.0%	25.00 (Renewal £23.00)
• Hiring out horses - Grant fee <49 horses - 3 years	702.00 (Renewal £657.00)	N	0.00	702.00 (Renewal £657.00)		737.00 (Renewal £690.00)	N	0.00	737.00 (Renewal £690.00)		5.0%	35.00 (Renewal £33.00)
• Hiring out horses - Grant fee >50 horses - 3 years	902.00 (Renewal £857.00)	N	0.00	902.00 (Renewal £857.00)		947.00 (Renewal £900.00)	N	0.00	947.00 (Renewal £900.00)		5.0%	45.00 (Renewal £43.00)
• Hiring out horses - Variation fee (per hour)	50.00	N	0.00	50.00		50.00	N	0.00	50.00		0.0%	0.00
Zoo Licence												
• Zoo licence - New application fee	361.00	N	0.00	361.00		361.00	N	0.00	361.00		0.0%	0.00
• Zoo licence - grant fee (4 year licence)	1,004.00	N	0.00	1,004.00		1,004.00	N	0.00	1,004.00		0.0%	0.00
• Zoo licence - renewal fee (6 year licence)	1,556.00	N	0.00	1,556.00		1,556.00	N	0.00	1,556.00		0.0%	0.00
• Zoo licence - transfer fee (per hour)	50.00	N	0.00	50.00		50.00	N	0.00	50.00		0.0%	0.00
Dangerous Wild Animals												
• Dangerous wild animals - Application fee - For dwarf cayman or serval	211.00	N	0.00	211.00		222.00	N	0.00	222.00		5.2%	11.00
• Dangerous wild animals - Application fee - For any other animal	311.00	N	0.00	311.00		327.00	N	0.00	327.00		5.1%	16.00
• Dangerous wild animals - Grant fee - 2 years	106.00	N	0.00	106.00		111.00	N	0.00	111.00		4.7%	5.00
• Dangerous wild animals - Variation fee (per hour)	50.00	N	0.00	50.00		50.00	N	0.00	50.00		0.0%	0.00

[illegible]

	2021/22 CHARGES					PROPOSED 2022/23 CHARGES					NET VARIANCE FROM PREVIOUS YEAR EXCLUDING VAT	
DESCRIPTION OF FEES	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		% CHANGE	£ CHANGE EXCL. VAT
OTHER												
• Request tests of trade equipment	As per verification fees	N	0.00	As per verification fees		As per verification fees	N	0.00	As per verification fees			
• All other weighing and measuring equipment incl. the provision of certificate of accuracy (Per person per hour)	70.00	N	0.00	70.00		70.00	N	0.00	70.00		0.0%	0.00
• Additional copies of certificate of accuracy	10.00	N	0.00	10.00		10.00	N	0.00	10.00		0.0%	0.00
Do You Pass Training Course												
• 1st attendee	55.00	N	0.00	55.00		60.00	N	0.00	60.00		9.1%	5.00
• 2nd and subsequent attendees from same premises	45.00	N	0.00	45.00		50.00	N	0.00	50.00		11.1%	5.00
• Business Advice hourly rate	50.00	N	0.00	50.00		70.00	N	0.00	70.00		40.0%	20.00
TAXI LICENCES												
TAXI VEHICLE AND DRIVERS LICENCE												
• Hackney Vehicle Licence - Full Year One Test	180.00	N	0.00	180.00		180.00	N	0.00	180.00		0.0%	0.00
• Hackney Vehicle Licence - Full Year Two Tests	225.00	N	0.00	225.00		225.00	N	0.00	225.00		0.0%	0.00
• Hackney Vehicle Licence - Full Year Three Tests	270.00	N	0.00	270.00		270.00	N	0.00	270.00		0.0%	0.00
• Vehicle Change	95.00	N	0.00	95.00		95.00	N	0.00	95.00		0.0%	0.00
• Vehicle Re-tests (full)	45.00	N	0.00	45.00		45.00	N	0.00	45.00		0.0%	0.00
• Vehicle Re-tests (part)	20.00	N	0.00	20.00		20.00	N	0.00	20.00		0.0%	0.00
• Owner Change	16.00	N	0.00	16.00		16.00	N	0.00	16.00		0.0%	0.00
• Drivers Licence - Online - New (1 year)	114.00	N	0.00	114.00		114.00	N	0.00	114.00		0.0%	0.00
• Drivers Licence - Online - Renewal (1 year)	68.00	N	0.00	68.00		68.00	N	0.00	68.00		0.0%	0.00
• Drivers Licence - Online - Grant (3 year)	207.00	N	0.00	207.00		207.00	N	0.00	207.00		0.0%	0.00
• Drivers Licence - Online - Renewal (3 year)	161.00	N	0.00	161.00		161.00	N	0.00	161.00		0.0%	0.00
• Drivers Proficiency Re-tests	36.00	N	0.00	36.00		36.00	N	0.00	36.00		0.0%	0.00
• DBS Application - Paper	44.00	N	0.00	44.00		44.00	N	0.00	44.00		0.0%	0.00
• DBS Application - Online	Cost Recovery	N	0.00	Cost Recovery		Cost Recovery	N	0.00	Cost Recovery			
• Drivers Awareness Course (fail to attend fee)	15.00	N	0.00	15.00		15.00	N	0.00	15.00		0.0%	0.00
OPERATORS LICENCE - WITHOUT STAR RATING												
ONE YEAR												
• 1 Vehicle	197.00	N	0.00	197.00		197.00	N	0.00	197.00		0.0%	0.00
• 2-10 Vehicles	349.00	N	0.00	349.00		349.00	N	0.00	349.00		0.0%	0.00
• 11-50 Vehicles	720.00	N	0.00	720.00		720.00	N	0.00	720.00		0.0%	0.00
• 51-99 Vehicles	995.00	N	0.00	995.00		995.00	N	0.00	995.00		0.0%	0.00

	2021/22 CHARGES					PROPOSED 2022/23 CHARGES					NET VARIANCE FROM PREVIOUS YEAR EXCLUDING VAT	
DESCRIPTION OF FEES	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		% CHANGE	£ CHANGE EXCL. VAT
• 100-199 Vehicles	1,125.00	N	0.00	1,125.00		1,125.00	N	0.00	1,125.00		0.0%	0.00
• 200-299 Vehicles	1,345.00	N	0.00	1,345.00		1,345.00	N	0.00	1,345.00		0.0%	0.00
• 300-399 Vehicles	1,595.00	N	0.00	1,595.00		1,595.00	N	0.00	1,595.00		0.0%	0.00
• 400+ Vehicles	1,855.00	N	0.00	1,855.00		1,855.00	N	0.00	1,855.00		0.0%	0.00
OPERATORS LICENCE - WITHOUT STAR RATING												
FIVE YEAR												
• 1 Vehicle	505.00	N	0.00	505.00		505.00	N	0.00	505.00		0.0%	0.00
• 2-10 Vehicles	1,265.00	N	0.00	1,265.00		1,265.00	N	0.00	1,265.00		0.0%	0.00
• 11-50 Vehicles	3,120.00	N	0.00	3,120.00		3,120.00	N	0.00	3,120.00		0.0%	0.00
• 51-99 Vehicles	4,495.00	N	0.00	4,495.00		4,495.00	N	0.00	4,495.00		0.0%	0.00
• 100-199 Vehicles	5,145.00	N	0.00	5,145.00		5,145.00	N	0.00	5,145.00		0.0%	0.00
• 200-299 Vehicles	6,245.00	N	0.00	6,245.00		6,245.00	N	0.00	6,245.00		0.0%	0.00
• 300 -399 Vehicles	7,495.00	N	0.00	7,495.00		7,495.00	N	0.00	7,495.00		0.0%	0.00
• 400+ Vehicles	8,795.00	N	0.00	8,795.00		8,795.00	N	0.00	8,795.00		0.0%	0.00
PRIVATE HIRE VEHICLE LICENCE												
• Private Hire Vehicle Licence - (Full year - Three Tests)	306.00	N	0.00	306.00		306.00	N	0.00	306.00		0.0%	0.00
• Private Hire Vehicle Licence – (Full Year Fee – Two Tests)	261.00	N	0.00	261.00		261.00	N	0.00	261.00		0.0%	0.00
• Private Hire Vehicle Licence - (Full Year Fee – One Test)	216.00	N	0.00	216.00		216.00	N	0.00	216.00		0.0%	0.00
SUPPLEMENTARY CHARGES												
• Replacement Plates (Each)	8.00	N	0.00	8.00		8.00	N	0.00	8.00		0.0%	0.00
• Plates Securing Bracket (L Shape)	12.00	N	0.00	12.00		12.00	N	0.00	12.00		0.0%	0.00
• Plates Securing Bracket (Flat Shape)	6.00	N	0.00	6.00		6.00	N	0.00	6.00		0.0%	0.00
• Plate holders - each	9.00	N	0.00	9.00		9.00	N	0.00	9.00		0.0%	0.00
• Cancelled/Failed to Attend Vehicle Test (Less than 48 hours notice given)	45.00	N	0.00	45.00		45.00	N	0.00	45.00		0.0%	0.00
• Cancelled/Failed to Attend Driver Proficiency Test (Less than 48 hours notice given)	36.00	N	0.00	36.00		36.00	N	0.00	36.00		0.0%	0.00
• Fee to be deducted for a withdrawn/refused application & amendments to licences	33.00	N	0.00	33.00		33.00	N	0.00	33.00		0.0%	0.00
• Pre-application advice per hour	30.00	N	0.00	30.00		30.00	N	0.00	30.00		0.0%	0.00
• Hackney Carriage door signs	5.00	N	0.00	5.00		5.00	N	0.00	5.00		0.0%	0.00
• Star Rating door signs	1.00	N	0.00	1.00		1.00	N	0.00	1.00		0.0%	0.00

Page 466

	2021/22 CHARGES					PROPOSED 2022/23 CHARGES					NET VARIANCE FROM PREVIOUS YEAR EXCLUDING VAT	
DESCRIPTION OF FEES	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		% CHANGE	£ CHANGE EXCL. VAT
STREET TRADING LICENCES												
• Street trading consents and licences - (Ice Cream / Veg) - Yearly	690.00	N	0.00	690.00		710.00	N	0.00	710.00		2.9%	20.00
• Street trading consents and licences - (Ice Cream / Veg) - 6 Months	345.00	N	0.00	345.00		366.00	N	0.00	366.00		6.1%	21.00
• Street trading consents (Other traders) - Yearly	590.00	N	0.00	590.00		608.00	N	0.00	608.00		3.1%	18.00
• Street trading consents (Other traders) - 6 Months	295.00	N	0.00	295.00		304.00	N	0.00	304.00		3.1%	9.00
• Street trading assistant	21.00	N	0.00	21.00		22.00	N	0.00	22.00		4.8%	1.00
• Street trading licences Town Centre - Per Quarter	995.00	N	0.00	995.00		1,024.00	N	0.00	1,024.00		2.9%	29.00
STREET TRADING - DAILY FEES:												
• 1st Day	57.00	N	0.00	57.00		59.00	N	0.00	59.00		3.5%	2.00
• 2nd and Subsequent Days	32.00	N	0.00	32.00		33.00	N	0.00	33.00		3.1%	1.00
STREET TRADING – MISCELLANEOUS												
• Uppermill Weekly Market	110.00	N	0.00	110.00		113.00	N	0.00	113.00		2.7%	3.00
CAR BOOT / TABLE TOP SALES												
• Up to 20 stalls	42.00	N	0.00	42.00		43.00	N	0.00	43.00		2.4%	1.00
• Additional stalls - per stall	2.00	N	0.00	2.00		2.00	N	0.00	2.00		0.0%	0.00
SCRAP METAL LICENCES												
SCRAP METAL DEALER SITE LICENCE												
• New	630.00	N	0.00	630.00		649.00	N	0.00	649.00		3.0%	19.00
• Per additional site	565.00	N	0.00	565.00		582.00	N	0.00	582.00		3.0%	17.00
• Renewal	465.00	N	0.00	465.00		479.00	N	0.00	479.00		3.0%	14.00
• Renewal per additional site	400.00	N	0.00	400.00		412.00	N	0.00	412.00		3.0%	12.00
• Minor variation	30.00	N	0.00	30.00		31.00	N	0.00	31.00		3.3%	1.00
SCRAP METAL COLLECTORS LICENCE												
• New	265.00	N	0.00	265.00		273.00	N	0.00	273.00		3.0%	8.00
• Renewal	225.00	N	0.00	225.00		232.00	N	0.00	232.00		3.1%	7.00
• Minor Variation	30.00	N	0.00	30.00		31.00	N	0.00	31.00		3.3%	1.00
BETTING AND ADULT ENTERTAINMENT LICENCES												
GAMBLING ACT 2005												
BINGO PREMISES												
• New	2,450.00	N	0.00	2,450.00		2,450.00	N	0.00	2,450.00		0.0%	0.00
• Annual Fee	620.00	N	0.00	620.00		620.00	N	0.00	620.00		0.0%	0.00
• Variation	1,200.00	N	0.00	1,200.00		1,200.00	N	0.00	1,200.00		0.0%	0.00
• Provisional Statement	930.00	N	0.00	930.00		930.00	N	0.00	930.00		0.0%	0.00
• Transfer	627.00	N	0.00	627.00		627.00	N	0.00	627.00		0.0%	0.00
• Reinstatement	627.00	N	0.00	627.00		627.00	N	0.00	627.00		0.0%	0.00

	2021/22 CHARGES					PROPOSED 2022/23 CHARGES					NET VARIANCE FROM PREVIOUS YEAR EXCLUDING VAT	
DESCRIPTION OF FEES	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		% CHANGE	£ CHANGE EXCL. VAT
BETTING PREMISES (EXCLUDING TRACKS)												
• New	2,250.00	N	0.00	2,250.00		2,250.00	N	0.00	2,250.00		0.0%	0.00
• Annual Fee	495.00	N	0.00	495.00		495.00	N	0.00	495.00		0.0%	0.00
• Variation	1,200.00	N	0.00	1,200.00		1,200.00	N	0.00	1,200.00		0.0%	0.00
• Provisional Statement	930.00	N	0.00	930.00		930.00	N	0.00	930.00		0.0%	0.00
• Transfer	627.00	N	0.00	627.00		627.00	N	0.00	627.00		0.0%	0.00
• Reinstatement	627.00	N	0.00	627.00		627.00	N	0.00	627.00		0.0%	0.00
TRACKS												
• New	1,875.00	N	0.00	1,875.00		1,875.00	N	0.00	1,875.00		0.0%	0.00
• Annual Fee	750.00	N	0.00	750.00		750.00	N	0.00	750.00		0.0%	0.00
• Variation	930.00	N	0.00	930.00		930.00	N	0.00	930.00		0.0%	0.00
• Provisional Statement	930.00	N	0.00	930.00		930.00	N	0.00	930.00		0.0%	0.00
• Transfer	627.00	N	0.00	627.00		627.00	N	0.00	627.00		0.0%	0.00
• Reinstatement	627.00	N	0.00	627.00		627.00	N	0.00	627.00		0.0%	0.00
FAMILY ENTERTAINMENT CENTRE												
• New	1,500.00	N	0.00	1,500.00		1,500.00	N	0.00	1,500.00		0.0%	0.00
• Annual Fee	562.00	N	0.00	562.00		562.00	N	0.00	562.00		0.0%	0.00
• Variation	750.00	N	0.00	750.00		750.00	N	0.00	750.00		0.0%	0.00
• Provisional Statement	930.00	N	0.00	930.00		930.00	N	0.00	930.00		0.0%	0.00
• Transfer	627.00	N	0.00	627.00		627.00	N	0.00	627.00		0.0%	0.00
• Reinstatement	627.00	N	0.00	627.00		627.00	N	0.00	627.00		0.0%	0.00
ADULT GAMING CENTRE												
• New	1,750.00	N	0.00	1,750.00		1,750.00	N	0.00	1,750.00		0.0%	0.00
• Annual Fee	495.00	N	0.00	495.00		495.00	N	0.00	495.00		0.0%	0.00
• Variation	627.00	N	0.00	627.00		627.00	N	0.00	627.00		0.0%	0.00
• Provisional Statement	627.00	N	0.00	627.00		627.00	N	0.00	627.00		0.0%	0.00
• Transfer	627.00	N	0.00	627.00		627.00	N	0.00	627.00		0.0%	0.00
• Reinstatement	627.00	N	0.00	627.00		627.00	N	0.00	627.00		0.0%	0.00
• Notification of change	50.00	N	0.00	50.00		50.00	N	0.00	50.00		0.0%	0.00
• Sex Shop Licence	380.00	N	0.00	380.00		380.00	N	0.00	380.00		0.0%	0.00
• Sexual entertainment venue	760.00	N	0.00	760.00		760.00	N	0.00	760.00		0.0%	0.00
OTHER LICENCES												
DISTRIBUTION OF FREE PRINTED MATTER												
• Daily Licence	45.00	N	0.00	45.00		46.00	N	0.00	46.00		2.2%	1.00
• Quarterly Licence	220.00	N	0.00	220.00		226.00	N	0.00	226.00		2.7%	6.00

	2021/22 CHARGES					PROPOSED 2022/23 CHARGES					NET VARIANCE FROM PREVIOUS YEAR EXCLUDING VAT	
DESCRIPTION OF FEES	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		% CHANGE	£ CHANGE EXCL. VAT
• Yearly Licence	440.00	N	0.00	440.00		453.00	N	0.00	453.00		3.0%	13.00
• Additional Badge	15.00	N	0.00	15.00		15.00	N	0.00	15.00		0.0%	0.00
• Replacement Badge	15.00	N	0.00	15.00		15.00	N	0.00	15.00		0.0%	0.00
HIGHWAYS PERMITS												
Pavement Café Licence												
• Grant	175.00	N	0.00	175.00		180.00	N	0.00	180.00		2.9%	5.00
• Renewal	98.00	N	0.00	98.00		101.00	N	0.00	101.00		3.1%	3.00
• Pavement licence - Business & Planning Act	50.00	N	0.00	50.00		65.00	N	0.00	50.00		30.0%	0.00
• Placing materials on	62.00	N	0.00	62.00		65.00	N	0.00	65.00		4.8%	3.00
PEST CONTROL												
DOMESTIC PREMISES												
• Treatment for Rats & Mice	38.00	Y	7.60	45.60		39.17	Y	7.83	47.00		3.1%	1.17
• Treatment for Cockroaches	38.00	Y	7.60	45.60		50.00	Y	10.00	60.00		31.6%	12.00
• Treatment for Bed Bugs	75.00	Y	15.00	90.00		78.75	Y	15.75	94.50		5.0%	3.75
• Treatment for non-public health pests	65.00	Y	13.00	78.00		66.67	Y	13.33	80.00		2.6%	1.67
• Treatment for wasps nests	48.00	Y	9.60	57.60		48.00	Y	9.60	57.60		0.0%	0.00
• Treatment for squirrels (including the lure of traps and one return visit)	93.00	Y	18.60	111.60		94.00	Y	18.80	112.80		1.1%	1.00
• Treatment for fleas	75.00	Y	15.00	90.00		78.75	Y	15.75	94.50		5.0%	3.75
• Subsequent visits	28.50	Y	5.70	34.20		29.93	Y	5.99	35.92		5.0%	1.43
• Callout charge - no treatment necessary	23.00	Y	4.60	27.60		23.46	Y	4.69	28.15		2.0%	0.46
• Key 7 collection charge	23.00	Y	4.60	27.60		23.00	Y	4.60	27.60		0.0%	0.00
COMMERCIAL PREMISES												
• Treatment for public health pests - rats, mice, cockroaches in privately rented properties	100.00	Y	20.00	120.00		100.00	Y	20.00	120.00		0.0%	0.00
BASIC/STARTER CONTRACT												
• Cover for rodents only. Includes 4 x visits per year	235.00	Y	47.00	282.00		300.00	Y	60.00	360.00		27.7%	65.00
INTERMEDIATE CONTRACT												
• Cover is for rodents and includes 6 x visits and 2 free insect treatments (Non food pests & wood boring beetles)	310.00	Y	62.00	372.00		350.00	Y	70.00	420.00		12.9%	40.00
INTERMEDIATE PLUS CONTRACT												
• Cover includes 6 visits per year and covers rodents and 2 insect treatments (Includes all food pests, wasps & bees, but does not include wood boring beetles)	420.00	Y	84.00	504.00		450.00	Y	90.00	540.00		7.1%	30.00

	2021/22 CHARGES					PROPOSED 2022/23 CHARGES					NET VARIANCE FROM PREVIOUS YEAR EXCLUDING VAT	
DESCRIPTION OF FEES	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		% CHANGE	£ CHANGE EXCL. VAT
ADVANCED CONTRACT • Cover includes rodents and most insects (does not include wood boring beetles). Includes 8 visits per year	550.00	Y	110.00	660.00		650.00	Y	130.00	780.00		18.2%	100.00
ADDITIONAL HOURLY RATES FOR VISITS/TREATMENTS • Hourly rate for all treatments	81.00	Y	16.20	97.20		81.00	Y	16.20	97.20		0.0%	0.00
ADDITIONAL OPERATIVE • Hourly rate	41.00	Y	8.20	49.20		41.00	Y	8.20	49.20		0.0%	0.00
• Reclamation fee for the recovery of dogs from the Manchester and district home for lost dogs (price fixed by Law)	25.00	N	0.00	25.00		25.00	N	0.00	25.00		0.0%	0.00
• Kennelling and detention costs	45.00	N	0.00	45.00		45.00	N	0.00	45.00		0.0%	0.00
• Kennelling and detention costs - out of hours	55.00	N	0.00	55.00		55.00	N	0.00	55.00		0.0%	0.00
• Admin costs	59.00	N	0.00	59.00		59.00	N	0.00	59.00		0.0%	0.00
• Formal responses to requests for technical information from Insurance companies etc. relative to drainage investigations etc. Per letter	158.10	N	0.00	158.10		158.10	N	0.00	158.10		0.0%	0.00
SECURITY												
PATROLLING AND GUARDING SERVICES												
BUILDING SERVICES • Opening of a building (must also be a key holder) (per opening)	23.25	Y	4.65	27.90		23.95	Y	4.79	28.74		3.0%	0.70
CLOSING OF A BUILDING INCLUDING SECURITY SWEEP (MUST ALSO BE A KEY HOLDER) - (PER CLOSING)												
• Small building	29.80	Y	5.96	35.76		30.69	Y	6.14	36.83		3.0%	0.89
• Medium building	62.91	Y	12.58	75.49		64.80	Y	12.96	77.76		3.0%	1.89
• Large building	125.84	Y	25.17	151.01		129.62	Y	25.92	155.54		3.0%	3.78
• Internal postal courier service (includes returning external post to central post room) (per pickup)	12.50	Y	2.50	15.00		12.88	Y	2.58	15.46		3.0%	0.38
• Annual patrolling contract (public/third sector)	2,224.13	Y	444.83	2,668.96		2,290.85	Y	458.17	2,749.02		3.0%	66.72
• Annual patrolling contract (private sector)	2,634.74	Y	526.95	3,161.69		2,713.78	Y	542.76	3,256.54		3.0%	79.04

DESCRIPTION OF FEES	2021/22 CHARGES					PROPOSED 2022/23 CHARGES					NET VARIANCE FROM PREVIOUS YEAR EXCLUDING VAT	
	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		% CHANGE	£ CHANGE EXCL. VAT
EMERGENCY BOARDING SERVICES • Call out (free when paying for Patrolling Services) (per hour/part thereof)	116.00	Y	23.20	139.20		119.48	Y	23.90	143.38		3.0%	3.48
WINDOW BOARDING • Standard window	52.00	Y	10.40	62.40		53.56	Y	10.71	64.27		3.0%	1.56
• Large window	115.00	Y	23.00	138.00		118.45	Y	23.69	142.14		3.0%	3.45
• Steel sheeting (per sheet)	100.00	Y	20.00	120.00		103.00	Y	20.60	123.60		3.0%	3.00
DOOR BOARDING • Wooden cover	63.00	Y	12.60	75.60		64.89	Y	12.98	77.87		3.0%	1.89
• Steel door (rental per week)	30.00	Y	6.00	36.00		30.90	Y	6.18	37.08		3.0%	0.90
• Boarded Up Property Inspection (free when paying for patrolling services) (per weekly inspection)	130.00	Y	26.00	156.00		133.90	Y	26.78	160.68		3.0%	3.90
STATIC SECURITY GUARDING SPOT HIRE (<7 DAYS) (PER HOURS) • > 28 days notice; > 24 hours per operative	16.75	Y	3.35	20.10		17.25	Y	3.45	20.70		3.0%	0.50
• > 28 days notice; 12-24 hours per operative	16.75	Y	3.35	20.10		17.25	Y	3.45	20.70		3.0%	0.50
• > 28 days notice; 4-12 hours per operative	16.75	Y	3.35	20.10		17.25	Y	3.45	20.70		3.0%	0.50
• > 28 days notice; 0-4 hours per operative	16.75	Y	3.35	20.10		17.25	Y	3.45	20.70		3.0%	0.50
• 7-28 days notice; 24 hours per operative	16.75	Y	3.35	20.10		17.25	Y	3.45	20.70		3.0%	0.50
• 7-28 days notice; 12-24 hours per operative	16.75	Y	3.35	20.10		17.25	Y	3.45	20.70		3.0%	0.50
• 7-28 days notice; 4-12 hours per operative	16.75	Y	3.35	20.10		17.25	Y	3.45	20.70		3.0%	0.50
• 7-28 days notice; 0-4 hours per operative	16.75	Y	3.35	20.10		17.25	Y	3.45	20.70		3.0%	0.50
• 2-7 days notice; > 24 hours per operative	16.75	Y	3.35	20.10		17.25	Y	3.45	20.70		3.0%	0.50
• 2-7 days notice; 12-24 hours per operative	16.75	Y	3.35	20.10		17.25	Y	3.45	20.70		3.0%	0.50
• 2-7 days notice; 4-12 hours per operative	16.75	Y	3.35	20.10		17.25	Y	3.45	20.70		3.0%	0.50
• 2-7 days notice; 0-4 hours per operative	16.75	Y	3.35	20.10		17.25	Y	3.45	20.70		3.0%	0.50
• < 48 hours notice; > 24 hours per operative	16.75	Y	3.35	20.10		17.25	Y	3.45	20.70		3.0%	0.50
• < 48 hours notice; 12-24 hours per operative	16.75	Y	3.35	20.10		17.25	Y	3.45	20.70		3.0%	0.50
• < 48 hours notice; 4-12 hours per operative	16.75	Y	3.35	20.10		17.25	Y	3.45	20.70		3.0%	0.50
• < 48 hours notice; 0-4 hours per operative	16.75	Y	3.35	20.10		17.25	Y	3.45	20.70		3.0%	0.50
CONTRACT HIRE (> 7 DAYS) (PER HOUR) • > 366 days; 30-40 hours per week per operative	16.75	Y	3.35	20.10		17.25	Y	3.45	20.70		3.0%	0.50
• > 366 days; 20-30 hours per week per operative	16.75	Y	3.35	20.10		17.25	Y	3.45	20.70		3.0%	0.50
• > 366 days; 8-20 hours per week per operative	16.75	Y	3.35	20.10		17.25	Y	3.45	20.70		3.0%	0.50
• > 366 days; 0-4 hours per week per operative	16.75	Y	3.35	20.10		17.25	Y	3.45	20.70		3.0%	0.50
• 91-365 days; 30-40 hours per week per operative	16.75	Y	3.35	20.10		17.25	Y	3.45	20.70		3.0%	0.50
• 91-365 days; 20-30 hours per week per operative	16.75	Y	3.35	20.10		17.25	Y	3.45	20.70		3.0%	0.50
• 91-365 days; 8-20 hours per week per operative	16.75	Y	3.35	20.10		17.25	Y	3.45	20.70		3.0%	0.50

	2021/22 CHARGES					PROPOSED 2022/23 CHARGES					NET VARIANCE FROM PREVIOUS YEAR EXCLUDING VAT	
DESCRIPTION OF FEES	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		% CHANGE	£ CHANGE EXCL. VAT
• 91-365 days; 0-4 hours per week per operative	16.75	Y	3.35	20.10		17.25	Y	3.45	20.70		3.0%	0.50
• 29-90 days; 30-40 hours per week per operative	16.75	Y	3.35	20.10		17.25	Y	3.45	20.70		3.0%	0.50
• 29-90 days; 20-30 hours per week per operative	16.75	Y	3.35	20.10		17.25	Y	3.45	20.70		3.0%	0.50
• 29-90 days; 8-20 hours per week per operative	16.75	Y	3.35	20.10		17.25	Y	3.45	20.70		3.0%	0.50
• 39-90 days; 0-4 hours per week per operative	16.75	Y	3.35	20.10		17.25	Y	3.45	20.70		3.0%	0.50
• 0-28 days; 30-40 hours per week per operative	16.75	Y	3.35	20.10		17.25	Y	3.45	20.70		3.0%	0.50
• 0-28 days; 20-30 hours per week per operative	16.75	Y	3.35	20.10		17.25	Y	3.45	20.70		3.0%	0.50
• 0-28 days; 8-20 hours per week per operative	16.75	Y	3.35	20.10		17.25	Y	3.45	20.70		3.0%	0.50
• 0-28 days; 0-4 hours per week per operative	16.75	Y	3.35	20.10		17.25	Y	3.45	20.70		3.0%	0.50
ADJUSTMENTS ON SPOT/CONTRACT HIRE												
• Permanent Staff Allocation (contract hire per hour)	2.14	Y	0.43	2.57		2.20	Y	0.44	2.64		2.8%	0.06
• Permanent Staff Allocation (spot hire per hour)	7.61	Y	1.52	9.13		7.84	Y	1.57	9.41		3.0%	0.23
VEHICLE HIRE												
• Response Vehicle (per hour)	11.50	Y	2.30	13.80		11.85	Y	2.37	14.22		3.0%	0.35
• Unmarked Vehicle (per hour)	5.75	Y	1.15	6.90		5.92	Y	1.18	7.10		3.0%	0.17
• Mileage (per mile)	0.70	Y	0.14	0.84		0.72	Y	0.14	0.86		2.9%	0.02
DEISTER POINTS												
• Installation (per point)	39.33	Y	7.87	47.20		40.51	Y	8.10	48.61		3.0%	1.18
• Hire (per day)	0.33	Y	0.07	0.40		0.34	Y	0.07	0.41		3.0%	0.01
• Attendance Reports (per report)	39.33	Y	7.87	47.20		40.51	Y	8.10	48.61		3.0%	1.18
ANY OTHER ASSISTANCE												
• Per Hour Per Operative	70.00	Y	14.00	84.00		72.10	Y	14.42	86.52		3.0%	2.10
CCTV AND RADIO COMMUNICATION SERVICES												
CCTV SERVICES												
ANNUAL REGISTRATION AND COMPLIANCE AUDIT												
• Static Camera	11.79	Y	2.36	14.15		12.14	Y	2.43	14.57		3.0%	0.35
• ANPR Camera	18.22	Y	3.64	21.86		18.77	Y	3.75	22.52		3.0%	0.55
• PTZ Camera	32.15	Y	6.43	38.58		33.11	Y	6.62	39.73		3.0%	0.96
• Non public space per system	Variable	Y	Variable	Variable		Variable	Y	Variable	Variable			
ANNUAL MAINTENANCE FEE												
• ANPR Camera	180.04	Y	36.01	216.05		185.44	Y	37.09	222.53		3.0%	5.40
• Public Space Camera	721.21	Y	144.24	865.45		742.85	Y	148.57	891.42		3.0%	21.64
• Non public space per system	Variable	Y	Variable	Variable		Variable	Y	Variable	Variable			

	2021/22 CHARGES					PROPOSED 2022/23 CHARGES					NET VARIANCE FROM PREVIOUS YEAR EXCLUDING VAT	
DESCRIPTION OF FEES	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		% CHANGE	£ CHANGE EXCL. VAT
PASSIVE MONITORING ON ACTIVATION PER SITE (SEE FEE FOR VISUAL VERIFICATION ABOVE)												
• Active Live Monitoring Only – Public Space without telemetry (per camera per day) (including transmission fees)	1.29	Y	0.26	1.55		1.33	Y	0.27	1.60		3.1%	0.04
• Active Live Monitoring Only – Public Space with telemetry (per camera per day) (including transmission fees)	3.32	Y	0.66	3.98		3.42	Y	0.68	4.10		3.0%	0.10
• Active Live Monitoring and Recording – Public Space without telemetry (per camera per day) (including transmission fees)	3.54	Y	0.71	4.25		3.65	Y	0.73	4.38		3.1%	0.11
• Active Live Monitoring and Recording – Public Space with telemetry (per camera per day) (including transmission fees)	9.75	Y	1.95	11.70		10.04	Y	2.01	12.05		3.0%	0.29
• Automatic Number Plate Recognition Camera (per camera per day) (including transmission fees and connection to ANPR network)	8.41	Y	1.68	10.09		8.66	Y	1.73	10.39		3.0%	0.25
NOTE: The Service does not undertake active live monitoring on private space systems.												
CCTV DEVELOPMENT SERVICES												
CCTV ADVICE AND CONSULTANCY												
• Private Sector (per hour)	66.44	Y	13.29	79.73		68.43	Y	13.69	82.12		3.0%	1.99
• Up to 4 Camera System (per camera per annum)	1,678.18	Y	335.64	2,013.82		1,728.53	Y	345.71	2,074.24		3.0%	50.35
• 5-8 Camera System (per annum)	5,913.30	Y	1,182.66	7,095.96		6,090.70	Y	1,218.14	7,308.84		3.0%	177.40
• 9-12 Camera System (per annum)	8,280.54	Y	1,656.11	9,936.65		8,528.96	Y	1,705.79	10,234.75		3.0%	248.42
• 13-19 Camera System (per annum)	10,646.72	Y	2,129.34	12,776.06		10,966.12	Y	2,193.22	13,159.34		3.0%	319.40
• 20 or over Camera System (per annum)	14,193.84	Y	2,838.77	17,032.61		14,619.66	Y	2,923.93	17,543.59		3.0%	425.82
• Non Public Space	Variable	Y	Variable	Variable		Variable	Y	Variable	Variable			
RADIO COMMUNICATIONS EQUIPMENT												
• Radio Equipment and hire fee	15.00	Y	3.00	18.00		15.45	Y	3.09	18.54		3.0%	0.45
• Radio Equipment (airtime)	15.00	Y	3.00	18.00		15.45	Y	3.09	18.54		3.0%	0.45
REMOTE SECURITY SERVICES												
• Remote Operation of Traffic Control Barriers (per barrier)	4,372.28	Y	874.46	5,246.74		4,503.45	Y	900.69	5,404.14		3.0%	131.17
• Remote Operation of Visual Display Signage (including Snow Signs) (per sign)	1,858.22	Y	371.64	2,229.86		1,913.97	Y	382.79	2,296.76		3.0%	55.75

	2021/22 CHARGES					PROPOSED 2022/23 CHARGES					NET VARIANCE FROM PREVIOUS YEAR EXCLUDING VAT	
DESCRIPTION OF FEES	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		% CHANGE	£ CHANGE EXCL. VAT
CONCIERGE SERVICE												
• Concierge Service per unit (Vetting by tenant)	204.68	Y	40.94	245.62		210.82	Y	42.16	252.98		3.0%	6.14
• Concierge Service per unit (Vetting by Control Room)	410.44	Y	82.09	492.53		422.75	Y	84.55	507.30		3.0%	12.31
EMERGENCY CONTROL CENTRE												
• Provision of Emergency Control Centre, Emergency Response and Command Rooms (per year)	8,241.96	Y	1,648.39	9,890.35		8,489.22	Y	1,697.84	10,187.06		3.0%	247.26
CCTV, SECURITY AND FIRST RESPONSE SERVICES												
ALARM RECEIVING CENTRE - PROTECTOR PACKAGES												
• GOLD – Including alarm and sound monitoring, alarm response and patrols, primary key holding, Line Guard and visual verification,	4,668.21	Y	933.64	5,601.85		4,808.26	Y	961.65	5,769.91		3.0%	140.05
• SILVER – Including alarm and sound monitoring, alarm response and patrols, secondary key holding and Line Guard.	3,745.34	Y	749.07	4,494.41		3,857.70	Y	771.54	4,629.24		3.0%	112.36
• BRONZE 1 – Including conventional alarm monitoring, alarm response and patrols and secondary key holding.	2,903.57	Y	580.71	3,484.28		2,990.68	Y	598.14	3,588.82		3.0%	87.11
• BRONZE 2 – Including alarm and sound monitoring, alarm response and patrols and primary key holding.	3,525.69	Y	705.14	4,230.83		3,631.46	Y	726.29	4,357.75		3.0%	105.77
ALARM MONITORING												
• Sonitrol Alarm Monitoring	1,442.00	Y	288.40	1,730.40		1,485.26	Y	297.05	1,782.31		3.0%	43.26
• Galaxy Gold Alarm Monitoring	1,098.40	Y	219.68	1,318.08		1,131.35	Y	226.27	1,357.62		3.0%	32.95
• Conventional Alarm Monitoring	834.30	Y	166.86	1,001.16		859.33	Y	171.87	1,031.20		3.0%	25.03
STAFF HOME ALARM MONITORING												
• Monitoring and Advisor Only	110.00	Y	22.00	132.00		113.30	Y	22.66	135.96		3.0%	3.30
• Monitoring with Police Response	270.00	Y	54.00	324.00		278.10	Y	55.62	333.72		3.0%	8.10
• Monitoring with Police, Fire and Panic Attack Modes	420.00	Y	84.00	504.00		432.60	Y	86.52	519.12		3.0%	12.60
• Line Guard (was Paknet – replaced with a cheaper system)	285.00	Y	57.00	342.00		293.55	Y	58.71	352.26		3.0%	8.55
• Visual Verification	850.00	Y	170.00	1,020.00		875.50	Y	175.10	1,050.60		3.0%	25.50
• Trap Alarm Hire (per week)	28.50	Y	5.70	34.20		29.36	Y	5.87	35.23		3.0%	0.86
SMOKE ALARMS												
• Smoke Alarm not returned or damaged beyond repair	41.00	N	0.00	41.00		42.23	N	0.00	42.23		3.0%	1.23

	2021/22 CHARGES					PROPOSED 2022/23 CHARGES					NET VARIANCE FROM PREVIOUS YEAR EXCLUDING VAT	
DESCRIPTION OF FEES	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		% CHANGE	£ CHANGE EXCL. VAT
KEYHOLDING												
• Primary key holder	420.00	Y	84.00	504.00		432.60	Y	86.52	519.12		3.0%	12.60
• Secondary key holder	290.00	Y	58.00	348.00		298.70	Y	59.74	358.44		3.0%	8.70
• Alarm call out if FRS is secondary key holder, but primary key • holder unavailable within 30 minutes	32.50	Y	6.50	39.00		33.48	Y	6.70	40.18		3.0%	0.98
• Alarm call out if FRS is not a key holder and no key holder is available within 30 minutes. After 30 minutes, charged at spot hire rate for static guard.	60.00	Y	12.00	72.00		61.80	Y	12.36	74.16		3.0%	1.80
• Key cutting (standard key)	5.50	Y	1.10	6.60		5.67	Y	1.13	6.80		3.1%	0.17
• Key cutting (specialist key – including master keys)	22.00	Y	4.40	26.40		22.66	Y	4.53	27.19		3.0%	0.66
KEY SAFE												
• Key Safe - supply and installation (£10 discount if installed at the same time as the helpline)	65.00	N	0.00	65.00		66.95	N	0.00	66.95		3.0%	1.95
• Installation charges - Helpline	40.00	N	0.00	40.00		41.20	N	0.00	41.20		3.0%	1.20
• Base unit and pendant - recharge for equipment lost or not returned or damaged beyond repair	149.00	N	0.00	149.00		153.47	N	0.00	153.47		3.0%	4.47
• Replacement Pendants (lost or damaged)	50.00	N	0.00	50.00		51.50	N	0.00	51.50		3.0%	1.50
LONE WORKER PROTECTION												
• Mobile device set up fee	60.30	Y	12.06	72.36		62.11	Y	12.42	74.53		3.0%	1.81
• GOLD risk device tracking (per month)	35.54	Y	7.11	42.65		36.61	Y	7.32	43.93		3.0%	1.07
• SILVER risk device tracking (per month)	23.69	Y	4.74	28.43		24.40	Y	4.88	29.28		3.0%	0.71
• BRONZE risk device tracking (per month)	12.93	Y	2.59	15.52		13.32	Y	2.66	15.98		3.0%	0.39
FLEET MOT CHARGES												
• MOT of Car	45.00	N	0.00	45.00		45.00	N	0.00	45.00		0.0%	0.00
• MOT of Minibus	55.00	N	0.00	55.00		55.00	N	0.00	55.00		0.0%	0.00
TRADE WASTE												
Refuse Collection	Charges disclosed on customer enquiry					Charges disclosed on customer enquiry						
Recycling	Charges disclosed on customer enquiry					Charges disclosed on customer enquiry						
DOMESTIC WASTE												
REPLACEMENT BINS												
• New Wheeled Bin 140l (Refuse)	30.00	N	0.00	30.00		32.00	N	0.00	32.00		6.7%	2.00
• New Wheeled Bin 140l (Recycling)	FREE	N	0.00	FREE		FREE	N	0.00	FREE		0.0%	0.00
• New Wheeled Bin 240l (Refuse)	34.00	N	0.00	34.00		36.00	N	0.00	36.00		5.9%	2.00
• New Wheeled Bin 240l (Recycling)	FREE	N	0.00	FREE		FREE	N	0.00	FREE		0.0%	0.00
• New Wheeled Bin 360l (Refuse) Standard	61.00	N	0.00	61.00		65.00	N	0.00	65.00		6.6%	4.00
• New Wheeled Bin 360l (Refuse) Lockable	80.00	N	0.00	80.00		86.00	N	0.00	86.00		7.5%	6.00

	2021/22 CHARGES					PROPOSED 2022/23 CHARGES					NET VARIANCE FROM PREVIOUS YEAR EXCLUDING VAT	
DESCRIPTION OF FEES	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)		% CHANGE	£ CHANGE EXCL. VAT
• New Wheeled Bin 360l (Recycling) Standard & Lockable	FREE	N	0.00	FREE		FREE	N	0.00	FREE		0.0%	0.00
• New Wheeled Bin 770l (Refuse)	314.00	N	0.00	314.00		336.00	N	0.00	336.00		7.0%	22.00
• New Wheeled Bin 770l (Recycling)	FREE	N	0.00	FREE		FREE	N	0.00	FREE		0.0%	0.00
• New Wheeled Bin 1100l (Refuse)	322.00	N	0.00	322.00		345.00	N	0.00	345.00		7.1%	23.00
• New Wheeled Bin 1100l (Recycling)	FREE	N	0.00	FREE		FREE	N	0.00	FREE		0.0%	0.00
• Reconditioned Wheeled Bin 140l (Refuse)	16.00	N	0.00	16.00		17.00	N	0.00	17.00		6.3%	1.00
• Reconditioned Wheeled Bin 140l (Recycling)	FREE	N	0.00	FREE		FREE	N	0.00	FREE		0.0%	0.00
• Reconditioned Wheeled Bin 240l (Refuse)	20.00	N	0.00	20.00		22.00	N	0.00	22.00		10.0%	2.00
• Reconditioned Wheeled Bin 240l (Recycling)	FREE	N	0.00	FREE		FREE	N	0.00	FREE		0.0%	0.00
• Delivery Charge for all Bin Delivery	FREE	N	0.00	FREE		FREE	N	0.00	FREE		0.0%	0.00
BULKY ITEM COLLECTION												
• Upto 3 bulky items (additional charge for white goods below)	19.00	N	0.00	19.00		19.00	N	0.00	19.00		0.0%	0.00
• Fee per additional bulky item thereafter	6.20	N	0.00	6.20		6.20	N	0.00	6.20		0.0%	0.00
• Additional charge per item (white goods only)	10.00	N	0.00	10.00		10.00	N	0.00	10.00		0.0%	0.00
• One free collection per year for residents on the Council's assist list	FREE	N	0.00	FREE		FREE	N	0.00	FREE		0.0%	0.00
WASTE ADMINISTRATION CHARGES												
• Redelivery of bin after suspension (trade waste)	35.00	N	0.00	35.00		40.00	N	0.00	40.00		14.3%	5.00
• Reducing contract (trade waste)	30.00	N	0.00	30.00		35.00	N	0.00	35.00		16.7%	5.00

This page is intentionally left blank

PAY POLICY STATEMENT 2022/23

Introduction & Purpose

1. Under section 112 of the Local Government Act 1972, the Council has the 'power to appoint officers on such reasonable terms and conditions as the Authority thinks fit'. This Pay Policy Statement (the 'Statement') sets out the Council's approach to pay policy in accordance with the requirements of Section 38 to 43 of the Localism Act 2011.
2. The purpose of the Statement is to provide transparency and accountability with regard to the Council's approach to setting the pay of its employees (excluding teaching and other school staff working for the Local Authority under the purview of the School Governing Body) by identifying;
 - the methods by which salaries of employees are determined;
 - the detail and level of remuneration of its most senior staff, i.e. 'chief officers', as defined by the relevant legislation; and
 - the Committee(s) responsible for ensuring the provisions set out in this statement are applied consistently throughout the Council and recommending any amendments to the full Council.

Publication

3. This statement will be reviewed and prepared for each financial year then approved by full Council, usually by the end of March each year, or at the earliest Council in the financial year for which it applies. It will be published on the Council's website as soon as it is reasonably practical following any amendment and approval. For 2022/23 the approval will be at the Budget Council meeting of 02 March 2022.
4. Alongside this statement will be full details of all senior employees of the Council (excluding teachers and school-based staff) that have a salary over the threshold outlined in the Localism Act 2011 and any associated Codes of Practice, including the Local Government Transparency Code 2015. This Statement is linked to Council's Annual Statement of Accounts where we are required to publish the full-time equivalent salaries which are at least £50,000 per annum. It should be noted that an updated version of the appendices attached to this Statement may be published during 2022/23 to allow for any pay award that is agreed at a national level and therefore, other roles across the organisation may be subject to inclusion at a later stage.

Other Legislation Relevant To Pay And Remuneration

5. In determining the pay and remuneration for all of its employees, the Council will comply with all relevant employment legislation. This includes legislation such as the Equality Act 2010, inclusive of the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 which specifies Gender Pay Gap Reporting for public bodies with 250 employees or more, Part Time Employment (Prevention of Less Favourable Treatment) Regulations 2000, and where relevant, the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE).
6. The Council is committed to the principles of equal pay for all employees, and to ensure consistency and fairness within its pay structures. Differentials in grades can be objectively justified using analytical job evaluation mechanisms, which determine the relativities between posts according to the requirements, demands, skills and responsibilities of the role.

Pay Structure

7. The Council uses nationally negotiated pay spines with a defined list of salary points as the basis for its local pay structure. These salary scales determine the salaries of the majority of its non-schools workforce, together with the use of locally determined grades where these do not apply. The current salary scales in use by the Council are available to view on the Council's website.
8. The Council adopts the national pay bargaining arrangements in respect of the establishment and revision of the national pay spines. All other pay related allowances are the subject of either nationally or locally negotiated rates, having been determined from time to time in accordance with collective bargaining machinery.
9. Most staff at Oldham Council are employed under the National Joint Council (NJC) terms and conditions (Green Book) and salaries for job roles are determined by the points score associated with the job role through the appropriate job evaluation scheme. For employees within grades 1 to 10, the NJC Job Evaluation Scheme is used, created specifically for jobs within Local Government. Employees on senior management grades are evaluated through the HAY Scheme, widely used for evaluating senior jobs, in both the private and public sector, nationally and internationally. Single Status, harmonising former officers and former manual workers, was implemented by the Council on 1 January 2011.
10. In determining its grading structure and setting remuneration levels for any posts which fall outside this scope, the Council takes account of the need to ensure value for money in respect of the use of public expenditure, balanced against the need to recruit and retain employees who are able to meet the requirements of providing high quality services to the community, delivered effectively and efficiently and at times when those services are required.
11. New appointments will normally be made at the minimum of the grade for the relevant pay scale, although this can be varied where the successful candidate is

currently on a spinal column point/salary that is higher than minimum of the grade/salary of the job being recruited to. Where this occurs, there is guidance in the Council's Starting Salary Policy to ensure consistency of application across the organisation.

12. From time to time, it may be necessary to take account of the external pay levels in the labour market in order to attract and retain employees with particular experience, skills and capability. Where necessary, the Council will ensure the requirement for such is objectively justified by reference to clear and transparent evidence of relevant market comparators and benchmark information, using data sources available from within the Local Government sector and outside, as appropriate.

Pension Contributions

13. Where employees have exercised their statutory right to membership of the Local Government Pension Scheme, the Council is required to contribute to the scheme representing a percentage of the pensionable remuneration due under the contract of employment for that employee. The rate of contribution is set by Actuaries advising the Greater Manchester Pension Fund and is reviewed on a triennial basis in order to ensure the scheme is appropriately funded. The current triennial period started on 1 April 2020, and rates for employer's contributions can be found in the Actuarial Valuation Reports on the Greater Manchester Pensions Fund (GMPF) website. The employee contribution rates are banded at 5.5% to 12.5%, depending on the level of annual salary.
14. Oldham Council has a flexible retirement scheme which is run in accordance with the Local Government Pension Scheme and Regulation 18 of the Local Government Pension Scheme (Benefits, Membership and Contributions) Regulations 2007 (SI 2007/1166) as amended by the Local Government Pension Scheme (Miscellaneous) Regulations 2012 (SI 2012/1989).
15. There are other pension schemes which are in operation at the Council. There is a separate pension scheme for Teachers and a separate pension scheme for transferred NHS staff that still remain on their existing TUPE terms and conditions.

Senior Salaries

16. Under the Accounts and Audit Regulations 2015 (Statutory Instrument 2015/234), the Council already publishes the number of employees where their remuneration was at least £50,000 over the year, in brackets of £5,000. In line with the Local Government Transparency Code 2015, Table 1 states for Directors and above; their grade, type of contract, salary, allowances, services directed and the approximate number of staff they are responsible for. An overview of budget responsibilities can be found in the Council's 'Budget Book', which is published on its website.

17. For other senior managers covered in the scope of this Pay Policy Statement, Table 1 gives details of their pay in brackets of £5,000, grade, services managed and their contract type. Chart 1 shows the organisational chart of the job roles set out in Table 1, which are linked using common job titles.

Chief Officer Remuneration

18. For the purposes of this statement, senior management means ‘chief officers’ as defined within the Localism Act. This includes the Chief Executive, as Head of Paid Service, Deputy Chief Executives, statutory chief officers, plus chief officers reporting directly to the Chief Executive.
19. It is the policy of the Council to establish a salary for each chief officer post that is sufficient to attract and retain an employee with the appropriate knowledge, experience, skills and abilities that are needed, at that time, by the Council.
20. The arrangements and factors considered in determining, where appropriate, an individual’s progression through the relevant grade pay scale are set out at the time of appointment, with the individual ‘chief officer’. The level of remuneration does not vary depending on the achievement of defined targets, although progression through the incremental scale of the relevant grade is subject to satisfactory performance, which is assessed on an annual basis. Oldham Council does not pay bonus payments.
21. To meet specific operational requirements, it may be necessary for an individual chief officer to temporarily take on additional duties to their identified role. The Council authorises such additional payments which may be relevant to those duties through the Selection Committee, or other constitutionally approved mechanism.
22. Some chief officer posts carry additional payments. These additional payments are supplementary to basic salary and may represent a contractual obligation. The amounts and types of additional payments are shown in Table 1.
23. The Chief Executive’s salary does include payment for local election duties and no additional remuneration is made for those duties. Separate payments are received for any returning officer duties arising from parliamentary elections, regional elections and referendums. It should be noted that payments for such elections are not funded by the Council.
24. The Chief Executive is employed on JNC Chief Executive terms and conditions. Other chief officers are employed on JNC Chief Officer terms and conditions, as are other senior management posts within the Council. These conditions of service have national collective bargaining to determine their pay rise for the cost of living, which is applied when awarded.

Recruitment Of Chief Officers

25. The Council's procedure with regard to the recruitment of chief officers is outlined within Part 4, Officer Employment Procedure Rules within the Council's Constitution and is undertaken by a Selection Committee, or other constitutionally approved body. There is a copy of the Council's Constitution on the Council's website to view for further details.
26. When recruiting to all posts, the Council will take full and proper account of all provisions of relevant employment and equality law and its own Recruitment and Redeployment Policies.
27. When recruiting to a chief officer vacancy the Council may engage a recruitment agency to provide external objectivity to the process. In that event, the agency may be used to: determine the market rate for the role, in the market quartile the Council is seeking to compete in at that time; generate interest in the role from potential applicants from inside and outside the sector; conduct the long listing exercise; co-ordinate any personality assessment, group and technical exercises; conduct the short listing exercise with members of the Selection Committee, or other constitutionally approved mechanism, and facilitate the interview sessions, providing a technical advisor to the interview panel when necessary.
28. The selection of a chief officer is made by a panel of Elected Members operating as the Selection Committee, or other constitutionally approved mechanism, and has delegated authority to appoint through the Council's Scheme of Delegation. The only exception to this is the appointment of the Chief Executive (Head of Paid Service) whose appointment must be recommended to and approved by full Council. The Selection Committee, or other constitutionally approved mechanism, is supported by the line manager of the post being recruited to and supported /or by the Director of Workforce & Organisational Design as the technical adviser in all matters relating to recruitment.
29. Full Council will consider the case for any salary in excess of £100,000, prior to any appointment to the 'chief officer' post to which it relates. The salary package will be defined as basic salary, any performance related pay, fees, routinely payable allowances and benefits in kind, that are due under the contract.
30. Where the Council is unable to recruit to a Chief Officer position, or there is a need for interim support to provide cover for a substantive chief officer post, the Council may, where necessary, consider engaging individuals under a 'contract for services' rather than making a temporary appointment. These individuals will be sourced through a relevant procurement process ensuring the Council is able to demonstrate the maximum value for money in securing the relevant expertise. In assessing such it should be noted that in respect of such engagements the Council will be fully compliant with the 'off payroll' working rules and will only engage such workers where an arrangement is in place to deduct tax and national insurance contributions in line with 'off payroll' working rules. The contractual arrangements for each of our chief officers are highlighted within Table 1.

Payments On Termination

31. The Council's approach to statutory and discretionary payments on termination of employment of chief officers and its other employees, prior to reaching normal retirement age, and is covered within the Redundancy Policy, in accordance with regulations 5 and 6 of the Local Government (Early Termination of Employment) (Discretionary Compensation) Regulations 2006 and Regulation 12 of the Local Government Pension Scheme (Benefits, Membership and Contribution) Regulations 2007. This excludes teachers where there are different pension arrangements. The Council's current Redundancy Policy is available to view on the Council's website.
32. Any payments falling outside these provisions or the relevant periods of notice within the contract of employment shall be subject to a rigorous risk assessment, as they would be for any member of staff within the Council, and a formal decision will be made by the Director of Workforce and Organisational Design and the Director of Legal Services of the Council. The Council is fully compliant on regulations and frameworks regarding exit payments, which ensures a fair and appropriate level of compensation is provided for employees who are required to leave public sector jobs. Payments on termination in relation to a severance package that would exceed £100,000 are subject to approval of full Council.

Lowest Paid Employees

33. Oldham Council is committed to tackling positively the socio-economic and health inequalities associated with low pay. The Council has chosen to pay the Living Wage since April 2015 and is accredited as a Living Wage Employer by the Living Wage Foundation. Increases in the Foundation Living Wage are announced each November, in line with the latest research, and the Council implements the rise in its minimum hourly rate (if required) within six months.
34. Full time hours at Oldham Council are 36 hours and 40 minutes per week for employees on NJC terms and conditions.
35. The relationship between the rate of pay for the lowest paid and the Chief Executive is determined by the processes used for determining pay and grading structures, as set out earlier in this policy statement. The Council runs a successful apprenticeship and paid traineeship programme, offering opportunities in a number of different careers across the Council, and these roles are not considered to be within the definition of the 'lowest paid' employees. This relationship is expressed as a ratio in Table 2, which also shows the multiple between the median full-time equivalent earnings and the earnings of the Chief Executive. Oldham Council has a commitment that the ratio between its highest earner, the Chief Executive, and those who are the lowest paid, will not exceed 1:11.

Accountability And Decision Making

36. In accordance with the constitution of the Council, the Selection Committee, or other constitutionally approved mechanism, is responsible for decision making in relation to the recruitment, pay, terms and conditions and severance arrangements in relation to chief officers. Accountability and decision making for all other employees of the Council is the responsibility of the Chief Executive, Deputy Chief Executives, Managing Directors and Director of Workforce and Organisational Design as set out in the Council's Scheme of Delegation.

Re-Employment / Re-Engagement Of Former Employees

37. Oldham Council has an obligation to ensure that it is managing public monies responsibly against any requirements to achieve savings and reductions in posts through voluntary or compulsory redundancy, efficiency release or employer consent retirement which results in a cost to the Council.
38. The Council will not re-engage ex-employees who have left their prime employment with the Council on the grounds of voluntary or compulsory redundancy, efficiency release or employer consent retirement (where there is a cost to the Council) for a period of 12 months with effect from the date of leaving. This policy does not cover those employees who access their pension via the Council's Flexible Retirement Scheme, as those employees remain employed by the Council, or to employees who early retire where there is no cost to the Council.
39. The Council permits the practice of recruitment of experienced talent who are in receipt of a public service pension, although their total remuneration will be taken into account when determining their individual salary. This is to optimise the allocation of resources to underpin excellence in service delivery, balanced with value for public finances. Then, following their departure, the remuneration for the role when re-advertised would revert back to the original package.

This page is intentionally left blank

Table 1 - Senior Management Remuneration

Executive Management Team						2021/22
Job Title	Grade	Salary Range	Contract Type	Additional Payments	Responsibilities:	No. of Employees
Chief Executive, Oldham Council	Chief Executive	£160,000	Fixed Term	–	Executive direction for the Council to achieve its co-operative vision through: ▪ Accountable for the overall performance of the Council and the Council's net revenue budget ▪ Head of Paid Service ▪ Returning Officer for the Elections	2,392
Executive Director - Place & Economic Growth	Deputy Chief Executive	£130,000 - £140,000	Permanent	–	Executive direction for the following services: ▪ Environmental Management ▪ Economy ▪ Regeneration ▪ Interim Managing Director for Unity Partnership Ltd	937
Deputy Chief Executive - People Services	Deputy Chief Executive	£130,000 - £140,000	Permanent	–	Executive direction for the following services: ▪ Adult Social Care ▪ Children & Young People (Social Care and Education) ▪ Public Health	1,186
Managing Director for Children and Young People (DCS)	Chief Officer	£120,000 - £130,000	Permanent	–	Executive direction for the following services: ▪ Statutory Officer for Children's Services (DCS) ▪ Children's social services & Early Help ▪ Education & Early Years, plus Employment & Skills	718
Managing Director for Community Health & Adult Social Care (DASS) <i>Note: 50% of this post is funded by the Northern Care Alliance NHS Group</i>	Chief Officer	£110,000 - £130,000	Permanent	–	Executive direction for the following services: ▪ Statutory Officer for Adult Social Care (DASS) ▪ Community health and social care services including specialist services, i.e. Learning Disabilities & Mental Health ▪ Integrated Commissioning of Adult Social Care (Joint responsibility) ▪ Community Business Services	230

Senior Managers							2021/22
Directorate	Job Title	Grade	Salary Range	Contract Type	Additional Payments	Responsibilities:	No. of Employees
Place & Economic Growth	Director of Environmental Management	Director	£84,658 - £93,411	Interim	–	Strategic direction for the following services: ▪ Waste, Fleet & Highways Operation ▪ Street Scene & Parks ▪ Strategic Transportation, Highways (Unity Client) & Street Lighting (Client) ▪ Public Protection & Building Control	401
Place & Economic Growth	Director of Economy	Director	£84,658 - £93,411	Permanent	–	Strategic direction for the following services: ▪ Physical regeneration development (including Joint Ventures & Education Capital Programme) ▪ Asset management (Client) ▪ Corporate Landlord (including Facilities Management) & Car Parking ▪ Catering & Cleaning ▪ Strategic Housing, Development & Homelessness ▪ Strategic Planning & Development Control	536
People Services	Deputy Managing Director - Community Health & Adult Social Care	Asst. Director	£72,983 - £81,738	Permanent	–	Strategic direction for the following services: ▪ Adult Social Care ▪ Learning Disabilities & Mental Health ▪ Strategic Safeguarding	150
People Services	Assistant Director for Joint Commissioning	Asst. Director	£72,983 - £81,738	Permanent	–	Management direction for the following services: ▪ Joint commissioning ▪ Develop comprehensive range of evidence based services commissioned with available resource	19
People Services	Assistant Director for Community Business Services	Asst. Director	£72,983 - £81,738	Permanent	–	Management direction for the following services: ▪ Client Support Service ▪ Maximisation of income from social care and other related charges	61
People Services	Director of Children's Social Care	Director	£96,585	Permanent	–	Strategic direction for the following services: ▪ Early Help & Family Connect ▪ Children's Social Care Management ▪ Children's Commissioning ▪ Children's Safeguarding	417
Children and Young People	Director of Education, Skills & Early Years	Director	£84,658 - £93,411	Permanent	–	Strategic direction for the following services: ▪ Education Improvement ▪ Inclusion ▪ SEND & SEN Support ▪ Employment & Skills ▪ Education Provision - Post 16 ▪ Post 16 & Business Development	301

Senior Managers							2021/22
Directorate	Job Title	Grade	Salary Range	Contract Type	Additional Payments	Responsibilities:	No. of Employees
Children and Young People	Director of Public Health	Director	£84,658 - £94,235	Permanent	–	Holds the Statutory role for the Director of Public Health, plus: ▪ Youth, Leisure, Sports Development & Communities ▪ Heritage, Libraries & Arts	238
Workforce & Organisational Design	Director of Workforce & Organisational Design	Director	£102,750	Permanent	–	Strategic direction for the following services: ▪ Workforce Strategy ▪ Transformation and Project Management ▪ Unity Client for Human Resource Services ▪ Organisational Development and Design	57
Workforce & Organisational Design	Assistant Director for Transformation & Reform	Asst. Director	£93,000	Fixed Term	–	Organisational lead for the Council's outcome led transformation and reform programme, acting as the principal advisor on change and transformation, plus providing visible leadership to promote an outcome focused approach with innovation in service delivery	22
Workforce & Organisational Design	Assistant Director of Organisational Development	Asst. Director	£72,983 - £81,738	Permanent	–	Management direction for the following services: ▪ Learning & Development - including leadership, management and apprentices ▪ Organisational development and change management ▪ Workforce design & Remuneration ▪ HR & OD strategy	11
Workforce & Organisational Design	Assistant Director of HR Operations	Asst. Director	£72,983 - £81,738	Permanent	–	Management direction for the following services: ▪ Workforce Metrics and Contract Management ▪ Employment policies ▪ HR advice, case work and business partnering ▪ Recruitment	21
Finance	Director of Finance	Director	£101,205	Permanent	–	Holds the Statutory role for the Chief Finance and Section 151 Officer and Strategic direction for the following services: ▪ Financial Planning & Financial Management ▪ Traded service for Schools Budget Support ▪ Internal Audit, Fraud, Risk Management & Insurance ▪ Corporate Complaints ▪ Information Governance ▪ Client function for Unity Exchequer Services ▪ Welfare Rights	97

Senior Managers							2021/22
Directorate	Job Title	Grade	Salary Range	Contract Type	Additional Payments	Responsibilities:	No. of Employees
Finance	Assistant Director of Finance (Capital, Transformation & Special Projects)	Asst. Director	£72,983 - £81,738	Permanent	–	Management direction for the following services: ▪ Directorate Finance teams ▪ Schools Finance team ▪ Creating a Better Place financial team ▪ Capital & Treasury team	38
Finance	Assistant Director of Corporate Governance & Strategic Financial Management	Asst. Director	£72,983 - £81,738	Permanent	–	Management direction for the following services: ▪ Audit & Counter Fraud team ▪ Medium Term Financial Strategy & Finance Systems team ▪ Corporate Control team ▪ Information Governance, Risk & Insurance team ▪ Financial advice and guidance for the Greater Manchester Combined Authority	38
Legal Services	Director of Legal Services	Director	£101,205	Permanent	–	Executive direction for the following services: ▪ Legal Service ▪ Statutory Monitoring Officer ▪ Constitutional & Democratic Services ▪ Registrars ▪ Elections & Member Services	54
Legal Services	Assistant Borough Solicitor	Asst. Director	£72,983 - £81,738	Permanent	£5,000 Honorarium for Greater Manchester Combined Authority responsibilities	Management direction for the following services: ▪ Policy Legal team ▪ Community Legal team ▪ Environment Legal team ▪ Family Legal team	32
Communications, Strategy & Performance	Assistant Chief Executive	Asst. Director	£72,983 - £81,738	Permanent	–	Management direction for the following services: ▪ Communications & Research ▪ Strategy and Performance	51

Senior Managers							2021/22
Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
Chief Executive	Executive Office	Head of Executive Services and Special Projects	SM1	£60,001 - £65,000	Permanent	-	Management direction of: - Executive Office / Executive Support - Corporate Affairs and support (CCG) - Special Projects and Corporate Priorities
Place & Economic Growth	Environmental Management	Head of Public Protection	SM1	£65,001 - £70,000	Permanent	£500 - Car Allowance	Management direction for the following services: ▪ Environmental Health ▪ Health & Safety ▪ Trading Standards ▪ Licencing ▪ Building Control
Place & Economic Growth	Environmental Management	Environmental Health Manager	SM2	£50,001 - £55,000	Permanent	£500 - Car Allowance	Operational direction for the following services: ▪ Environmental Health ▪ Health & Safety
Place & Economic Growth	Environmental Management	Trading Standards & Licencing Manager	SM3	£50,001 - £55,000	Permanent	£500 - Car Allowance £2,539 - Unsocial Hours Banding	Operational direction for the following services: ▪ Trading Standards ▪ Licencing ▪ Animal welfare
Place & Economic Growth	Environmental Management	Principal Building Control Manager	SM3	£50,001 - £55,000	Permanent	£500 - Car Allowance	Operational direction for the following services: ▪ Building Regulations ▪ Dangerous Buildings
Place & Economic Growth	Environmental Management	Head of Operational Services	SM1	£65,001 - £70,000	Permanent	£500 - Car Allowance	Management direction for the following services: ▪ Waste management services including trade waste & recycling ▪ Highways operations ▪ Fleet management ▪ Strategic Transport Policy ▪ Delivery of contracts for the Greater Manchester Combined Authority
Place & Economic Growth	Environmental Management	Emergency Planning - Highways & Response Services Manager	SM2	£50,001 - £55,000	Permanent	£500 - Car Allowance	Operational direction for the following services: ▪ First Response Security Services & CCTV ▪ Emergency Planning ▪ Pest Control & Dog Wardens ▪ Home Improvement Equity Loan Scheme

Senior Managers							2021/22
Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
Place & Economic Growth	Environmental Management	Principal Transport & Highways Policy Officer	SM2	£50,001 - £55,000	Permanent	–	Operational direction for the following services: ▪ Highways and Transport policy and strategy, including public transport ▪ Manage the highways client function
Place & Economic Growth	Environmental Management	Operations and Development Manager	SM3	£50,001 - £55,000	Permanent	–	Operational direction for the following services: ▪ Waste management services including trade waste and recycling ▪ Fleet management
Place & Economic Growth	Environmental Management	Joint Authority Streetlighting PFI Project Manager	SM3	£50,001 - £55,000	Permanent	£500 - Car Allowance	Operational direction for the following services: ▪ Project management of the streetlighting PFI contract for both Oldham and Rochdale local authorities
Place & Economic Growth	Environmental Management	Head of Environmental Services	SM1	£65,001 - £70,000	Permanent	£500 - Car Allowance	Management direction for the following services: ▪ Parks and open spaces ▪ Street Cleansing ▪ Countryside Service ▪ Cemeteries and crematorium
Place & Economic Growth	Economy	Head of Planning & Development Control	SM1	£60,001 - £65,000	Permanent	–	Management direction for the following services: ▪ Planning applications & development control ▪ Enforce planning contraventions ▪ Strategic Planning
Place & Economic Growth	Economy	Principal Highways Engineer (Planning)	SM3	£50,001 - £55,000	Permanent	£500 - Car Allowance	Assesses highways implications of planning applications and provides appropriate comments, plus co-ordinates highways engineering input into the preparation of planning briefs.
Place & Economic Growth	Economy	Development Management Team Leader	SM3	£50,001 - £55,000	Permanent	£500 - Car Allowance	Operational direction for the following services: ▪ Provision of technical input and advice to support the council's planning and development control obligations
Place & Economic Growth	Economy	Special Projects Development Lead	SM3	£50,001 - £55,000	Permanent	£500 - Car Allowance	Operational direction for the following services: ▪ Provision of technical input and advice to support the council's planning and development control obligations with respect to the Creating a Better Place programme

Senior Managers							2021/22
Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
Place & Economic Growth	Economy	Principal Planning Officer (Strategy)	SM3	£50,001 - £55,000	Permanent	–	Operational direction for the following services: ▪ Provision of technical input and advice to support the council's strategic planning obligations
Place & Economic Growth	Economy	Assistant Director for Economic Growth	Asst. Director	£70,001 - £75,000	Permanent	–	Management direction for the following services: ▪ Get Oldham Working ▪ Strategies on reducing unemployment ▪ Support for Business Growth ▪ LifeLong Learning service development & delivery
Place & Economic Growth	Economy	Principal Regeneration Officer (Skills & Employment)	SM3	£50,001 - £55,000	Permanent	£500 - Car Allowance	Operational direction for the following services: ▪ Get Oldham Working ▪ Strategies on reducing unemployment and supporting opportunities for apprenticeships and traineeships with organisations across the Borough
Place & Economic Growth	Economy	Principal Regeneration Officer (Investment)	SM3	£50,001 - £55,000	Permanent	£500 - Car Allowance	Works with a wide range of investors, developers and operators, promoting investment opportunities and infrastructure, working to speed up the development process, minimise risk and ensure delivery of bold, ambitious and high quality developments
Place & Economic Growth	Economy	Principal Investment Officer	SM3	£50,001 - £55,000	Permanent	–	Works with a wide range of investors, developers and operators, promoting investment opportunities and infrastructure, working to speed up the development process, minimise risk and ensure delivery of bold, ambitious and high quality developments
Place & Economic Growth	Economy	Town Centre & Markets Manager	SM3	£50,001 - £55,000	Permanent	£2,539 - Unsocial Hours Banding	Develop and deliver the strategy for the town centre and Oldham markets from both an operational and commercial excellence perspective to contribute towards the economic prosperity of the Borough.

Senior Managers							2021/22
Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
Place & Economic Growth	Economy	Strategic Lead for Accommodation	SM2	£50,001 - £55,000	Vacant	–	Management direction for the following services: ▪ Responsible for programmes of work under 'One Public Estate' ▪ Strategic Facilities Management; including Cleaning, Catering and Car Parking ▪ Undertaking reviews of requirements for corporate accommodation for optimum utilisation
Place & Economic Growth	Economy	Catering Manager	SM3	£50,001 - £55,000	Permanent	£500 - Car Allowance	Operational direction for the following services: ▪ The traded service of School Meals across the Borough as a viable, commercial business
Place & Economic Growth	Economy	Head of Strategic Regeneration & Development	SM1	£65,001 - £70,000	Vacant	£500 - Car Allowance	Management direction for the following services: ▪ Delivery of key projects identified within the Council's capital programme ▪ Delivery of major high quality regeneration projects, covering both the Town Centre and the Borough of Oldham
Place & Economic Growth	Economy	Team Leader: Town Centre Masterplan	SM2	£50,001 - £55,000	Permanent	–	Operational direction for the following services: ▪ Managing the Town Centre Regeneration team ▪ Assisting in the development of the Council's regeneration strategies and managing their implementation through the delivery of a programme of physical regeneration projects
Place & Economic Growth	Economy	Principal Regeneration Surveyor	SM3	£50,001 - £55,000	Permanent	–	Provision of specialist property and valuation advice, plus undertake detailed valuations of land and property for development projects, acquisitions and disposals, in addition to managing regeneration projects.
Place & Economic Growth	Economy	Team Leader: Capital Projects	SM2	£50,001 - £55,000	Permanent	£500 - Car Allowance	Operational direction for the following services: ▪ Managing the Capital Projects team ▪ Assisting in the development of the Council's regeneration strategies and managing their implementation through the delivery of a programme of physical regeneration projects

Senior Managers							2021/22
Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
Place & Economic Growth	Economy	Principal Regeneration Officer	SM3	£50,001 - £55,000	Permanent	£500 - Car Allowance	Implementing the council's regeneration strategy through delivering a programme of physical regeneration projects, undertaking end to end programme management, including project plans, consultation and budget management.
Place & Economic Growth	Economy	Principal Regeneration Officer	SM3	£50,001 - £55,000	Permanent	£500 - Car Allowance	Implementing the council's regeneration strategy through delivering a programme of physical regeneration projects, undertaking end to end programme management, including project plans, consultation and budget management.
Place & Economic Growth	Economy	Strategic Lead for Creating a Better Place	SM1	£60,001 - £65,000	Permanent	–	Responsible for designing and delivering the transformational programme to ensure strategic performance targets are achieved for the delivery of new homes, creation of quality jobs and embedded pathways for training and apprenticeships from each of the projects.
Place & Economic Growth	Economy	Capital Programmes & Special Projects Manager	SM3	£50,001 - £55,000	Permanent	–	Responsibility for project management of the council's capital investment programme; monitoring milestones, management of budgets and risk, and that outputs are being delivered effectively, plus giving advice to the Capital Investment Partnership Board.
Place & Economic Growth	Economy	Green Energy and Sustainability Manager	SM3	£50,001 - £55,000	Permanent	–	Preparation of a new strategy that will support the council and the borough to become a centre for environmental excellence, business opportunity and carbon neutrality, in consultation with residents, businesses, partners, staff and Elected Members.
Place & Economic Growth	Economy	Head of Housing & Property Partnerships	SM1	£60,001 - £65,000	Permanent	£500 - Car Allowance	Management direction for the following services: ▪ Delivery of successful private sector development & other physical investment in the Borough ▪ Leading on appraisals for major property development, obtain property evaluations and advise on all property matters in connection to the Council's physical regeneration programme

Senior Managers							2021/22
Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
Place & Economic Growth	Economy	Team Leader: Housing Strategy	SM2	£50,001 - £55,000	Permanent	–	Operational direction for the following services: ▪ Managing the Strategic Housing team ▪ Assisting to develop the Council's housing strategies and managing their implementation through the delivery of a variety of programmes, contracts and initiatives
Place & Economic Growth	Economy	Principal Surveyor - Regeneration	SM3	£50,001 - £55,000	Permanent	£500 - Car Allowance	Provision of specialist property and valuation advice, plus undertake detailed valuations of land and property for development projects, acquisitions and disposals, in addition to managing regeneration projects.
Place & Economic Growth	Economy	Principal Regeneration Officer	SM3	£50,001 - £55,000	Permanent	£500 - Car Allowance	Implementing the council's regeneration strategy through delivering a programme of physical regeneration projects, undertaking end to end programme management, including project plans, consultation and budget management.
People Services	Community Health & Adult Social Care	Head of Learning Disabilities & Autism	SM1	£65,001 - £70,000	Permanent	–	Management direction for the following services: ▪ Learning Disabilities and Autism ▪ Hospital team
People Services	Community Health & Adult Social Care	Head of Community Service Adult Social Care	SM1	£60,001 - £65,000	Permanent	–	Management direction for the following services: ▪ An effective and high-quality delivery of adult social care services, which are part of an integrated cluster-based model
People Services	Community Health & Adult Social Care	Interim Head of Mental Health Services	SM1	£60,001 - £65,000	Acting	£500 - Car Allowance	Management direction for the following services: ▪ Mental Health services within an Integrated Community Services setting
People Services	Community Health & Adult Social Care	Head of Strategic Safeguarding	SM1	£60,001 - £65,000	Permanent	£500 - Car Allowance	Management direction for the following services: ▪ Adults Safeguarding function across Adults Community Health & Social Care Services ▪ Overseeing the Local Safeguarding Adults Board ▪ Responsibility for Deprivation of Liberty safeguards

Senior Managers							2021/22
Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
People Services	Community Health & Adult Social Care	Head of Commissioning and Quality Assurance	SM1	£60,001 - £65,000	Permanent	–	Responsible for the management of the Adult Social Care Commissioning and Quality service, ensuring the effective delivery of market management, market oversight and provider failure management, plus ensuring that Care Act duties are fulfilled.
People Services	Community Health & Adult Social Care	Head of Special Projects - Adult Social Care	SM1	£65,001 - £70,000	Permanent	–	Management of the following areas: ▪ Implementation of the Supported Housing & Learning Disability Programme ▪ Management of the iBCF ▪ Adult Social Care link to Thriving Communities ▪ MioCare review and oversight of action plan ▪ Change management & general transformation programmes, i.e. Community enablement
People Services	Community Health & Adult Social Care	Principal Social Worker (Adults)	SM3	£50,001 - £55,000	Permanent	–	Promotes a learning environment where good social work can flourish and standards are maintained to meet the needs of service users and their families, through a focus on continuous improvement, reflective practice and continuing professional development.
People Services	Children's Social Care & Early Help	Assistant Director for Commissioning & Partnerships	Asst. Director	£70,001 - £75,000	Vacant	–	Management direction for the following services: ▪ Placements & Sufficiency Lead ▪ Development & Performance ▪ Planning & Commissioning
People Services	Children's Social Care & Early Help	Assistant Director for Quality & Improvement	Asst. Director	£80,001 - £85,000	Fixed Term	–	Responsible for the strategic oversight of improvement across Children's Social Care by leading and reshaping business improvement transformation and contribute towards the continuous improvement of professional practice, standards and service delivery.
People Services	Children's Social Care & Early Help	Assistant Director for Family Connect	Asst. Director	£80,001 - £85,000	Permanent	–	"Oldham Family Connect" is the pre-statutory family support that contributes to the wider Early Help offer across Oldham, which is a placed based approach that strengthens the co-ordination and integration of service delivery with schools, partnerships and community assets

Senior Managers							2021/22
Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
People Services	Children's Social Care & Early Help	Assistant Director for Safeguarding	Asst. Director	£70,001 - £75,000	Permanent	–	Management direction for the following services: ▪ Independent Reviewing Officers ▪ Safeguarding Partnerships ▪ Practice Hub - Including the Principal Social Worker
People Services	Children's Social Care & Early Help	Principal Social Worker (Children's)	SM3	£50,001 - £55,000	Permanent	–	Promotes a learning environment where good social work can flourish and standards are maintained to meet the needs of children and their families, through a focus on continuous improvement, reflective practice and continuing professional development.
People Services	Children's Social Care & Early Help	Assistant Director for Children's Services Integration	Asst. Director	£80,001 - £85,000	Fixed Term	–	Leading the transformation to reshape services being delivered in the community and embedding services around designated community assets for service delivery. To lead the enablers programme and deliver agile teams that can work flexibly across Oldham
People Services	Children's Social Care & Early Help	Head of Performance	SM1	£60,001 - £65,000	Fixed Term	–	Management direction for the following services: ▪ Preparation for regulatory Inspections, plus quality reports and analysis ▪ Maintain a robust Performance Framework, plus produce comprehensive reports and dashboards ▪ Develop solutions for data storage, systems requirements and give a whole view of the child
People Services	Children's Social Care & Early Help	Assistant Director for Corporate Parenting	Asst. Director	£70,001 - £75,000	Acting	–	Management direction for the following services: ▪ Fostering ▪ Adoption ▪ Care Leavers ▪ Residential Children's Services
People Services	Children's Social Care & Early Help	Head of Adoption & Fostering	SM3	£50,001 - £55,000	Permanent	–	Management direction for the following services: ▪ Fostering ▪ Adoption

Senior Managers							2021/22
Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
People Services	Children's Social Care & Early Help	Head of Through Care	SM3	£50,001 - £55,000	Permanent	–	Management direction for the following services: ▪ Aftercare ▪ Permanence team
People Services	Children's Social Care & Early Help	Assistant Director for Social Work Services	Asst. Director	£70,001 - £75,000	Acting	–	Management direction for the following services: ▪ Children's Social Work Assessment ▪ Children's Social Work Fieldwork ▪ Multi-Agency Safeguarding Hub ▪ Children with Disabilities
People Services	Children's Social Care & Early Help	Head of Fieldwork	SM2	£50,001 - £55,000	Permanent	–	Operational direction for the following services: ▪ Service provision for children subject to assessment (including Section 47), Children in Need and children subject to a Child Protection Plan
People Services	Children's Social Care & Early Help	Head of Assessment	SM2	£50,001 - £55,000	Interim	–	Operational direction for the following services: ▪ Service provision for children subject to assessment (including Section 47), Children in Need and children subject to a Child Protection Plan
People Services	Children's Social Care & Early Help	Head of MASH, Phoenix & EDT	SM2	£50,001 - £55,000	Permanent	£500 - Car Allowance	Operational direction for the following services: ▪ Multi Agency Safeguarding Hub (MASH) ▪ Phoenix team ▪ Emergency Duty Team (EDT)
People Services	Children's Social Care & Early Help	Head of Children with Disabilities	SM3	£50,001 - £55,000	Permanent	–	Operational direction for the following services: ▪ Children with Disabilities
People Services	Education, Skills & Early Years	Head of Schools & Learning	Soulbury	£75,001 - £80,000	Permanent	£500 - Car Allowance	Management direction for the following services: ▪ Early Years Improvement ▪ School Improvement ▪ Virtual School for Looked After Children

Senior Managers							2021/22
Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
People Services	Education, Skills & Early Years	Head of Early Years	Soulbury	£60,001 - £65,000	Permanent	–	Management of the following areas: ▪ Challenging schools & Early Years/Childcare settings to improve results at Early Years Foundation Stage ▪ Developing plans to improve school readiness ▪ Leading the development/delivery of Oldham's Early Years Foundation Stage Profile Moderation programme ▪ Monitoring and evaluating the performance of schools and early years/childcare settings
People Services	Education, Skills & Early Years	Challenge & Intervention Officer - Early Years & Primary	Soulbury	£50,001 - £55,000	Permanent	–	Provision of advice, support and challenge to schools & Early Years settings on teaching and learning strategies to help them track and raise standards of achievement. Put in place systems for the statutory moderation of teacher assessments
People Services	Education, Skills & Early Years	Challenge & Intervention Officer - Early Years & Primary	Soulbury	£50,001 - £55,000 Actual Salary £42,570	Fixed Term	–	Provision of advice, support and challenge to schools & Early Years settings on teaching and learning strategies to help them track and raise standards of achievement. Put in place systems for the statutory moderation of teacher assessments
People Services	Education, Skills & Early Years	Headteacher - Virtual School	Soulbury	£60,001 - £65,000	Permanent	£500 - Car Allowance	Responsible for improving educational attainment and outcomes for Looked After Children
People Services	Education, Skills & Early Years	Head of School Support Services	SM2	£50,001 - £55,000	Permanent	–	Operational management for the following services: ▪ Education information and advice ▪ Academy Conversions ▪ Governor support services
People Services	Education, Skills & Early Years	School Improvement Advisor	Soulbury	£50,001 - £55,000	Permanent	–	Operational management for the following services: ▪ Key Local Authority link and support for primary schools before and during OFSTED inspections ▪ Leading on raising standards, attainment and quality in Oldham's schools ▪ Provide advice, support and challenge to schools to raise standards of achievement and improve the quality of education they provide

Senior Managers							2021/22
Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
People Services	Education, Skills & Early Years	Chief Executive Officer - Oldham Learning	AD1	£80,001 - £85,000 Actual salary Part Time	Vacant Fixed Term	–	Reporting to the Oldham Foundation Learning Board, the role will establish a system-led approach in the Foundation stage of Oldham Learning, providing a strong educational and civic governance. The programme, underpinned by the Government's Opportunity Area Priority 2 initiative, will champion good outcomes for vulnerable children beyond standardised assessments
People Services	Education, Skills & Early Years	Head of Inclusion & Post 16 Service	SM2	£50,001 - £55,000	Vacant	–	Operational management for the following services: ▪ Championing inclusive practices in schools ▪ Leading on policy, practice and funding for post 16 - 25 agenda for SEND • Oversight of the Careers Education, Information, Advice and Guidance agenda
People Services	Education, Skills & Early Years	SEMHS Team Manager	Asst. Head-teacher	£55,001 - £60,000	Vacant	–	Management of the following areas: ▪ Supporting schools to build on their capacity to support children presenting behaviour challenges so that they can access learning and make appropriate progress ▪ Reducing levels of poor behaviour, fixed term or permanent exclusions in targeted schools ▪ Promotion of effective education for pupils with special educational needs/social emotional & behavioural difficulties (SEMHS - Social, Emotional and Mental Health Support)
People Services	Education, Skills & Early Years	Assistant Director for SEND	Asst. Director	£75,001 - £80,000	Permanent	–	Management direction for the following services: ▪ Special Educational Needs & Disabilities (SEND) ▪ Inclusion ▪ SEN support
People Services	Education, Skills & Early Years	Principal Educational Psychologist & Preventative Lead	Soulbury	£60,001 - £65,000	Permanent	£500 - Car Allowance	Management of the Educational & Child Psychology Service (ECPS) - psychological services which promote the attainment and healthy emotional development of children and young people from 0 - 19 in partnership with their families, carers and other relevant agencies

Senior Managers							2021/22
Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
People Services	Education, Skills & Early Years	Senior Educational Psychologist	Soulbury	£60,001 - £65,000	Permanent	£500 - Car Allowance	Contribution to the Educational & Child Psychology Service (ECPS) - psychological services which promote the attainment and healthy emotional development of children and young people from 0 - 19 in partnership with their families, carers and other relevant agencies
People Services	Education, Skills & Early Years	Educational Psychologist	Soulbury	£55,001 - £60,000 Actual Salary £29,216	Permanent	£500 - Car Allowance	Contribution to the Educational & Child Psychology Service (ECPS) - psychological services which promote the attainment and healthy emotional development of children and young people from 0 - 19 in partnership with their families, carers and other relevant agencies
People Services	Education, Skills & Early Years	Educational Psychologist	Soulbury	£55,001 - £60,000	Permanent	£500 - Car Allowance	Contribution to the Educational & Child Psychology Service (ECPS) - psychological services which promote the attainment and healthy emotional development of children and young people from 0 - 19 in partnership with their families, carers and other relevant agencies
People Services	Education, Skills & Early Years	Educational Psychologist	Soulbury	£55,001 - £60,000	Permanent	£500 - Car Allowance	Contribution to the Educational & Child Psychology Service (ECPS) - psychological services which promote the attainment and healthy emotional development of children and young people from 0 - 19 in partnership with their families, carers and other relevant agencies
People Services	Education, Skills & Early Years	Educational Psychologist	Soulbury	£55,001 - £60,000 Actual Salary £39,569	Permanent	£500 - Car Allowance	Contribution to the Educational & Child Psychology Service (ECPS) - psychological services which promote the attainment and healthy emotional development of children and young people from 0 - 19 in partnership with their families, carers and other relevant agencies
People Services	Education, Skills & Early Years	Educational Psychologist	Soulbury	£50,001 - £55,000 Actual Salary £49,472	Permanent	£500 - Car Allowance	Contribution to the Educational & Child Psychology Service (ECPS) - psychological services which promote the attainment and healthy emotional development of children and young people from 0 - 19 in partnership with their families, carers and other relevant agencies

Senior Managers							2021/22
Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
People Services	Education, Skills & Early Years	Educational Psychologist	Soulbury	£50,001 - £55,000 Actual Salary £21,978	Permanent	£500 - Car Allowance	Contribution to the Educational & Child Psychology Service (ECPS) - psychological services which promote the attainment and healthy emotional development of children and young people from 0 - 19 in partnership with their families, carers and other relevant agencies
People Services	Education, Skills & Early Years	Educational Psychologist	Soulbury	£50,001 - £55,000	Permanent	£500 - Car Allowance	Contribution to the Educational & Child Psychology Service (ECPS) - psychological services which promote the attainment and healthy emotional development of children and young people from 0 - 19 in partnership with their families, carers and other relevant agencies
People Services	Education, Skills & Early Years	Educational Psychologist - Looked After Children	Soulbury	£50,001 - £55,000 Actual Salary £31,954	Permanent	-	Contribution to the Educational & Child Psychology Service (ECPS) - psychological services which promote the attainment and healthy emotional development of children and young people from 0 - 19 in partnership with their families, carers and other relevant agencies
People Services	Education, Skills & Early Years	SEND Service Manager	SM2	£50,001 - £55,000	Permanent	-	Management direction for the following services: ▪ SEN Assessment ▪ SEN Transport ▪ Visual Impairment, Hearing Impairment, Physical Impairment & QEST teams
People Services	Public Health	Head of Covid-19 Test & Trace	SM1	£60,001 - £65,000	Fixed Term	-	Responsible for the design and implementation of the local testing strategy for Covid-19 and the Borough's contact tracing arrangements. Managing the consequences of local outbreaks in complex settings and amongst vulnerable populations, linking in with the national track and trace programme
People Services	Public Health	Consultant in Public Health (Healthcare & Public Health)	Asst. Director	£80,001 - £85,000	Permanent	-	Management direction for the following services: ▪ Provision of expert public health advice and leadership ▪ Developing and utilising information and intelligence systems to underpin public health action across Oldham ▪ Development and delivery of national, regional and local policies, and interdisciplinary strategic plans and programmes

Senior Managers							2021/22
Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
People Services	Public Health	Public Health Specialist	SM2	£50,001 - £55,000	Permanent	–	Management of the following areas: - Plan, design and lead the development and delivery of public health programmes of work - Public health promotion - Manage a significant portfolio of commissioned services, setting budgets and ensuring value for public money
People Services	Public Health	Public Health Specialist	SM2	£50,001 - £55,000	Vacant	–	Management of the following areas: - Plan, design and lead the development and delivery of public health programmes of work - Public health promotion - Manage a significant portfolio of commissioned services, setting budgets and ensuring value for public money
People Services	Public Health	Senior Nurse - Health Protection	SM2	£50,001 - £55,000	Permanent	£500 - Car Allowance	Contributing to the development and effective implementation of robust plans for health protection within Oldham, act as the lead source of information for: Health Protection issues, infection control, communicable disease, non-communicable environmental hazards and screening & immunisation
People Services	Public Health	Consultant in Public Health (Health & Wellbeing)	Asst. Director	£75,001 - £80,000	Permanent	–	Management direction for the following services: - Provision of expert public health advice and leadership - Developing and utilising information and intelligence systems to underpin public health action across Oldham - Development and delivery of national, regional and local policies, and interdisciplinary strategic plans and programmes
People Services	Public Health	Public Health Specialist	SM2	£50,001 - £55,000	Permanent	–	Management of the following areas: - Plan, design and lead the development and delivery of public health programmes of work - Public health promotion - Manage a significant portfolio of commissioned services, setting budgets and ensuring value for public money

Senior Managers							2021/22
Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
People Services	Public Health	Public Health Business & Strategy Manager	SM3	£50,001 - £55,000	Permanent	–	Management of the following areas: - Accounting for the Public Health budget, reporting performance against planned expenditure - Plan, design and lead the development and delivery of complex and transformational programmes of work relating population health and the Council's health and wellbeing strategy
People Services	Public Health	Assistant Director for Youth, Leisure & Communities	Asst. Director	£75,001 - £80,000	Permanent	–	Management direction for the following services: - Youth Services - Sports Development and Coaching - Outdoor Education - Study Support - Stronger Communities & Community Cohesion - Community Safety - District Partnerships
People Services	Public Health	Districts Service Manager	SM2	£50,001 - £55,000	Permanent	–	Management direction for the following services: - Leading the team that support Elected Members in their role to be effective local leaders - Oversee services that have been devolved to the district level - Develop strategic approaches to collaborate and partner with public and private sector providers including Parish Councils, local businesses, social enterprises, community and voluntary sector organisations
People Services	Public Health	District Co-ordinator	SM3	£50,001 - £55,000	Permanent	–	Operational direction for the following services: - Support for Elected Members in their role to be effective local leaders - Services that have been devolved to the district level - Collaboration and partnership development with public and private sector providers including Parish Councils, local businesses, social enterprises, community and voluntary sector organisations

Senior Managers							2021/22
Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
People Services	Public Health	District Co-ordinator	SM3	£50,001 - £55,000	Permanent	–	Operational direction for the following services: ▪ Support for Elected Members in their role to be effective local leaders ▪ Services that have been devolved to the district level ▪ Collaboration and partnership development with public and private sector providers including Parish Councils, local businesses, social enterprises, community and voluntary sector organisations
People Services	Public Health	District Co-ordinator	SM3	£50,001 - £55,000	Permanent	–	Operational direction for the following services: ▪ Support for Elected Members in their role to be effective local leaders ▪ Services that have been devolved to the district level ▪ Collaboration and partnership development with public and private sector providers including Parish Councils, local businesses, social enterprises, community and voluntary sector organisations
People Services	Public Health	District Co-ordinator	SM3	£50,001 - £55,000	Permanent	–	Operational direction for the following services: ▪ Support for Elected Members in their role to be effective local leaders ▪ Services that have been devolved to the district level ▪ Collaboration and partnership development with public and private sector providers including Parish Councils, local businesses, social enterprises, community and voluntary sector organisations
People Services	Public Health	District Co-ordinator	SM3	£50,001 - £55,000	Permanent	–	Operational direction for the following services: ▪ Support for Elected Members in their role to be effective local leaders ▪ Services that have been devolved to the district level ▪ Collaboration and partnership development with public and private sector providers including Parish Councils, local businesses, social enterprises, community and voluntary sector organisations

Senior Managers							2021/22
Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
People Services	Public Health	Study Support Manager	Soulbury	£50,001 - £55,000	Permanent	£500 - Car Allowance	Management direction for creative, innovative and bespoke outreach education programmes at Laticzone. Contributing to raising aspirations and standards in both attainment and personal/social achievement
People Services	Public Health	Head of Violence Reduction	SM2	£50,001 - £55,000	Seconded	£500 - Car Allowance	Leading on the development and introduction of a strategic model for partnership responses to serious violence and the community safety element of complex and contextual safeguarding
People Services	Public Health	Youth Service Manager	SM3	£50,001 - £55,000	Permanent	–	Operational direction for the following services: ▪ Youth service ▪ Providing opportunities for young people to be actively engaged in decision making through forums such as the Oldham Youth Council, Children in Care Council and Barrier Breakers Group
People Services	Public Health	Stronger Communities Manager	SM3	£50,001 - £55,000	Permanent	£800 - Standby	Operational direction for the following services: ▪ Stronger Communities team ▪ Leading on workstreams relating to community cohesion, working with emerging communities, commissioning third sector infrastructure support and maintaining strong working relationships with key third sector organisations.
People Services	Public Health	Thriving Communities Hub Lead	SM2	£50,001 - £55,000	Fixed Term	–	Responsible for developing and leading the strategic development of the Thriving Communities Hub, and the development and implementation of it's priorities and plans, in conjunction with, and co-production with, the Voluntary, Community, Faith and Social Enterprise (VCFSE) and public sector partners
People Services	Public Health	Head of Libraries, Heritage & Arts	SM1	£65,001 - £70,000	Permanent	–	Management direction for the following services: ▪ Library & Lending Services ▪ Local Studies & Archives ▪ Gallery Oldham ▪ Arts development & delivery

Senior Managers							2021/22
Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
People Services	Public Health	Head of Music Service	Soulbury	£60,001 - £65,000	Permanent	£500 - Car Allowance	Management direction for the following services: ▪ Music in Schools ▪ Music services delivered at the Lyceum Music Centre
People Services	Public Health	Deputy Head of Music Service	Deputy Head Teacher	£50,001 - £55,000	Permanent	–	Operational direction for the following services: ▪ Music in Schools ▪ Music services delivered at the Lyceum Music Centre
People Services	Public Health	Deputy Head of Music Service	Deputy Head Teacher	£50,001 - £55,000	Permanent	–	Operational direction for the following services: ▪ Music in Schools ▪ Music services delivered at the Lyceum Music Centre
Workforce & Organisational Design	Transformation & Reform	Head of Reform	SM2	£50,001 - £55,000	Permanent	–	Lead and manage the Council's Public Service Reform programme including the development and delivery of Oldham's integrated, place-based delivery approach
Workforce & Organisational Design	Transformation & Reform	Transformation Programme Manager	SM2	£50,001 - £55,000	Fixed Term	–	Responsible for both designing and delivering transformational change projects within a designated area of responsibility to ensure benefits realisation for the communities of Oldham and achieve value for money
Workforce & Organisational Design	Transformation & Reform	Transformation Programme Manager	SM2	£50,001 - £55,000	Permanent	–	Responsible for both designing and delivering transformational change projects within a designated area of responsibility to ensure benefits realisation for the communities of Oldham and achieve value for money
Workforce & Organisational Design	Transformation & Reform	Transformation Programme Manager	SM2	£50,001 - £55,000	Permanent	–	Responsible for both designing and delivering transformational change projects within a designated area of responsibility to ensure benefits realisation for the communities of Oldham and achieve value for money

Senior Managers							2021/22
Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
Workforce & Organisational Design	Transformation & Reform	Systems and Service Intelligence Manager - Mosaic Project Lead	SM3	£50,001 - £55,000	Fixed Term	–	Leading the development of Adults, Children's and Education service data, intelligence and insight, to contribute to evidence based decision making, plus develop business system solutions utilising the social care information management system.
Workforce & Organisational Design	Organisational Development	Organisational Development Manager	SM3	£50,001 - £55,000	Permanent	–	Operational direction for the following services: ▪ Organisational Development ▪ Reward & Recognition ▪ Health & Wellbeing
Workforce & Organisational Design	Human Resources	Senior Strategic HR Business Partner	SM2	£50,001 - £55,000	Permanent	–	Operational direction for the following services: ▪ HR Business Partners ▪ HR advice and casework ▪ Schools HR advice and casework
Workforce & Organisational Design	Human Resources	Strategic HR Business Partner	SM3	£50,001 - £55,000	Permanent	–	Key relationship managers with senior leaders within #TeamOldham, ensuring that there is a clear understanding of business strategy and the operational performance of core business functions being supported by HR, and relating this to the Workforce Strategy.
Workforce & Organisational Design	Human Resources	Strategic HR Business Partner	SM3	£50,001 - £55,000	Permanent	–	Key relationship managers with senior leaders within #TeamOldham, ensuring that there is a clear understanding of business strategy and the operational performance of core business functions being supported by HR, and relating this to the Workforce Strategy.
Communications, Strategy & Performance	Communications & Research	Head of Communications & Research	SM2	£50,001 - £55,000	Permanent	–	Management direction for the following services: ▪ Corporate communications, research, marketing and media management
Communications, Strategy & Performance	Strategy & Performance	Head of Strategy & Performance	SM1	£60,001 - £65,000	Permanent	–	Management direction for the following services: ▪ Business intelligence relating to the Borough of Oldham ▪ Performance monitoring of services & service improvement ▪ Support for external inspections & assessment ▪ Strategic policy and business planning

Senior Managers							2021/22
Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
Communications, Strategy & Performance	Strategy & Performance	Corporate Policy Lead	SM3	£50,001 - £55,000	Permanent	–	Management direction for the following services: ▪ Developing the council's core corporate policies and strategies, including the Corporate & Oldham Plan ▪ Oversee the delivery of the council's wider policy function
Legal Services	Legal Services	Head of Democratic Services	SM2	£50,001 - £55,000	Permanent	–	Management direction for the following services: ▪ Constitutional Services ▪ Overview & Scrutiny ▪ Member Support ▪ Mayoral Support
Legal Services	Legal Services	Group Solicitor (Corporate)	SM2	£50,001 - £55,000	Permanent	–	Management of the following team: ▪ Corporate Legal team
Legal Services	Legal Services	Group Solicitor (Environment)	SM2	£50,001 - £55,000	Permanent	–	Management of the following team: ▪ Environment Legal team
Legal Services	Legal Services	Group Solicitor (Family)	SM2	£50,001 - £55,000	Permanent	£500 - Car Allowance	Management of the following team: ▪ Family Legal team
Legal Services	Legal Services	Group Solicitor (Civil Litigation)	SM2	£50,001 - £55,000	Permanent	–	Management of the following team: ▪ Policy Legal team
Legal Services	Legal Services	Children's Service Lawyer	SM3	£50,001 - £55,000	Permanent	£500 - Car Allowance	Provision of professional advice and legal services in their role as a Solicitor, including advocacy in court, plus preparation and management of cases, drafting and settling legal documentation and conduct of litigation.
Legal Services	Legal Services	Children's Service Lawyer	SM3	£50,001 - £55,000	Permanent	£500 - Car Allowance	Provision of professional advice and legal services in their role as a Solicitor, including advocacy in court, plus preparation and management of cases, drafting and settling legal documentation and conduct of litigation.

Senior Managers							2021/22
Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
Legal Services	Legal Services	Children's Service Lawyer	SM3	£50,001 - £55,000	Permanent	£500 - Car Allowance	Provision of professional advice and legal services in their role as a Solicitor, including advocacy in court, plus preparation and management of cases, drafting and settling legal documentation and conduct of litigation.
Legal Services	Legal Services	Children's Service Lawyer	SM3	£50,001 - £55,000	Permanent	£500 - Car Allowance	Provision of professional advice and legal services in their role as a Solicitor, including advocacy in court, plus preparation and management of cases, drafting and settling legal documentation and conduct of litigation.
Legal Services	Legal Services	Solicitor	SM3	£50,001 - £55,000	Permanent	–	Provision of professional advice and legal services in their role as a Solicitor, including advocacy in court, plus preparation and management of cases, drafting and settling legal documentation and conduct of litigation.
Legal Services	Legal Services	Solicitor - Commercial Contracts	SM3	£50,001 - £55,000 Actual Salary £40,630	Permanent	–	Provision of professional advice and legal services in their role as a Solicitor, including advocacy in court, plus preparation and management of cases, drafting and settling legal documentation and conduct of litigation.
Legal Services	Legal Services	Solicitor - Corporate	SM3	£50,001 - £55,000	Permanent	–	Provision of professional advice and legal services in their role as a Solicitor, including advocacy in court, plus preparation and management of cases, drafting and settling legal documentation and conduct of litigation.
Legal Services	Legal Services	Principal Employment Solicitor	SM3	£50,001 - £55,000	Permanent	–	Provision of professional advice and legal services in their role as a Solicitor, including advocacy in court, plus preparation and management of cases, drafting and settling legal documentation and conduct of litigation.
Legal Services	Legal Services	Principal Legal Officer	SM3	£50,001 - £55,000 Actual salary £30,946	Permanent	–	Provision of professional advice and legal services in their role as a Solicitor, including advocacy in court, plus preparation and management of cases, drafting and settling legal documentation and conduct of litigation.

Senior Managers							2021/22
Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
Finance Service	Customer Services	Head of Digital & Customer Experience	SM2	£50,001 - £55,000	Permanent	–	Leading the development, implementation and embedding of Oldham's Customer and Digital strategies including shaping our local customer and digital service standards, plus co-ordinating a range of programmes to increase digital inclusion and literacy across local communities.
Finance Service	Customer Services	Head of Revenues & Benefits	SM1	£60,001 - £65,000	Permanent	–	Management direction for the following services: ▪ Client function for Unity Partnership Ltd for Revenue & Benefits ▪ Corporate Complaints ▪ Welfare Rights service
Finance Service	Accountancy	Senior Finance Manager (Adults & Children's Services)	SM1	£60,001 - £65,000	Permanent	–	Management support for the following services: ▪ Facilitating the effective use of financial resources to meet corporate objectives ▪ Ensuring a robust framework is in place to implement, monitor and report the financial implications for decision making ▪ Technical advice and guidance to the Council's Senior Leadership Team and Elected Members
Finance Service	Accountancy	Finance Manager (Adults)	SM2	£50,001 - £55,000	Permanent	–	Contribute to: ▪ Ensuring a robust framework is in place to implement, monitor and report the financial implications for decision making ▪ Giving technical advice and guidance to senior managers within the Council ▪ Supporting the development of innovative solutions to safeguard the long-term financial position of the Council
Finance Service	Accountancy	Finance Manager (Education & Schools)	SM2	£50,001 - £55,000	Permanent	–	Contribute to: ▪ Ensuring a robust framework is in place to implement, monitor and report the financial implications for decision making ▪ Giving technical advice and guidance to senior managers within the Council ▪ Supporting the development of innovative solutions to safeguard the long-term financial position of the Council

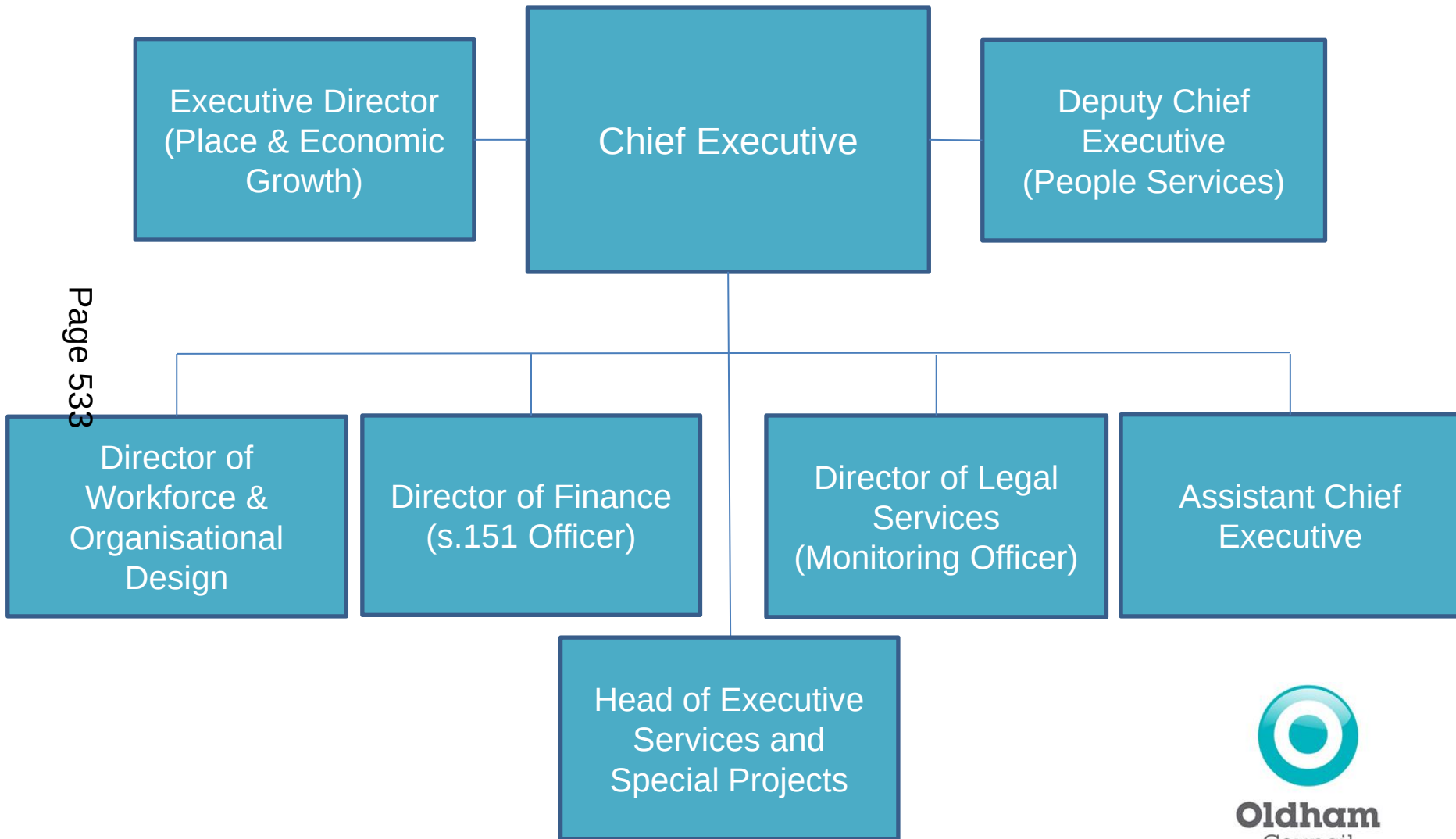
Senior Managers							2021/22
Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
Finance Service	Accountancy	Finance Manager (Children's Services)	SM2	£50,001 - £55,000	Permanent	–	Contribute to: - Ensuring a robust framework is in place to implement, monitor and report the financial implications for decision making - Giving technical advice and guidance to senior managers within the Council - Supporting the development of innovative solutions to safeguard the long-term financial position of the Council
Finance Service	Accountancy	Finance Manager (Economy & Environmental Management)	SM2	£50,001 - £55,000	Permanent	–	Contribute to: - Ensuring a robust framework is in place to implement, monitor and report the financial implications for decision making - Giving technical advice and guidance to senior managers within the Council - Supporting the development of innovative solutions to safeguard the long-term financial position of the Council
Finance Service	Accountancy	Finance Manager (Reform, Chief Executive & Commissioning)	SM2	£50,001 - £55,000	Permanent	–	Contribute to: - Ensuring a robust framework is in place to implement, monitor and report the financial implications for decision making - Giving technical advice and guidance to senior managers within the Council - Supporting the development of innovative solutions to safeguard the long-term financial position of the Council
Finance Service	Accountancy	Finance Manager (Capital & Treasury)	SM2	£50,001 - £55,000	Permanent	–	Contribute to: - Ensuring a robust framework is in place to implement, monitor and report the financial implications for decision making - Giving technical advice and guidance to senior managers within the Council - Supporting the development of innovative solutions to safeguard the long-term financial position of the Council

Senior Managers							2021/22
Directorate	Division	Job Title	Grade	Salary Banding	Contract Type	Additional Payments	Responsibilities:
Finance Service	Accountancy	External Funds Manager	SM3	£50,001 - £55,000	Permanent	–	Undertaking searches for external funding to support the aims and ambitions of both the council and of the Borough, ensuring that relevant documentation is submitted to secure and maintain funding throughout the project and undertaking associated programme management activities.
Finance Service	Procurement	Senior Sourcing Manager	SM2	£50,001 - £55,000	Vacant	–	Management support for the following services: ▪ Development of procurement practice compliant with associated legislation ▪ Manage all aspects of the Sourcing Lifecycle ▪ Delivery of the Sourcing Strategy
Finance Service	Corporate Governance	Finance Manager (MFTS)	SM2	£50,001 - £55,000	Permanent	–	Contribute to: ▪ Ensuring a robust framework is in place to implement, monitor and report the financial implications for decision making ▪ Giving technical advice and guidance to senior managers within the Council ▪ Supporting the development of innovative solutions to safeguard the long-term financial position of the Council
Finance Service	Corporate Governance	Finance Manager (Control)	SM2	£50,001 - £55,000	Permanent	–	Contribute to: ▪ Ensuring a robust framework is in place to implement, monitor and report the financial implications for decision making ▪ Giving technical advice and guidance to senior managers within the Council ▪ Supporting the development of innovative solutions to safeguard the long-term financial position of the Council
Finance Service	Corporate Governance	Head of Audit and Counter Fraud	SM2	£50,001 - £55,000	Permanent	–	Operational management for the following services: ▪ Audit team ▪ Counter Fraud team
Finance Service	Corporate Governance	Head of Insurance and Information Governance	SM2	£50,001 - £55,000	Permanent	–	Operational management for the following services: ▪ Insurance services - covering a wide range of different policy areas ▪ Corporate risk ▪ Information Governance

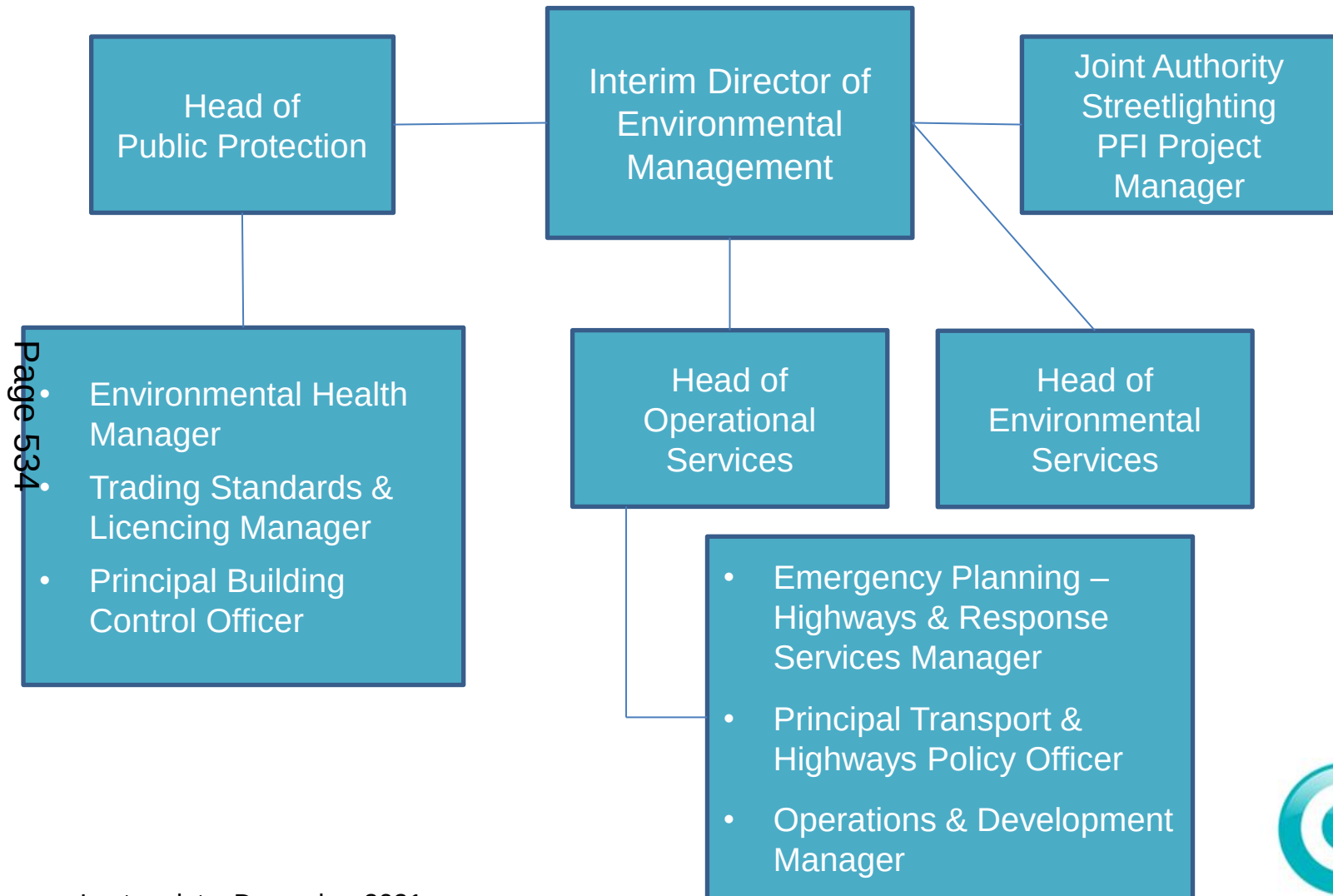
Chart 1 – Family Tree of Officers salaried over £50,000

Chief Executive's

Last update: December 2021



Roles within the Place & Economic Growth Directorate salaried £50,000+ (Page 1 of 3)



Last update: December 2021

Roles within the Place & Economic Growth Directorate salaried £50,000+ (Page 2 of 3)

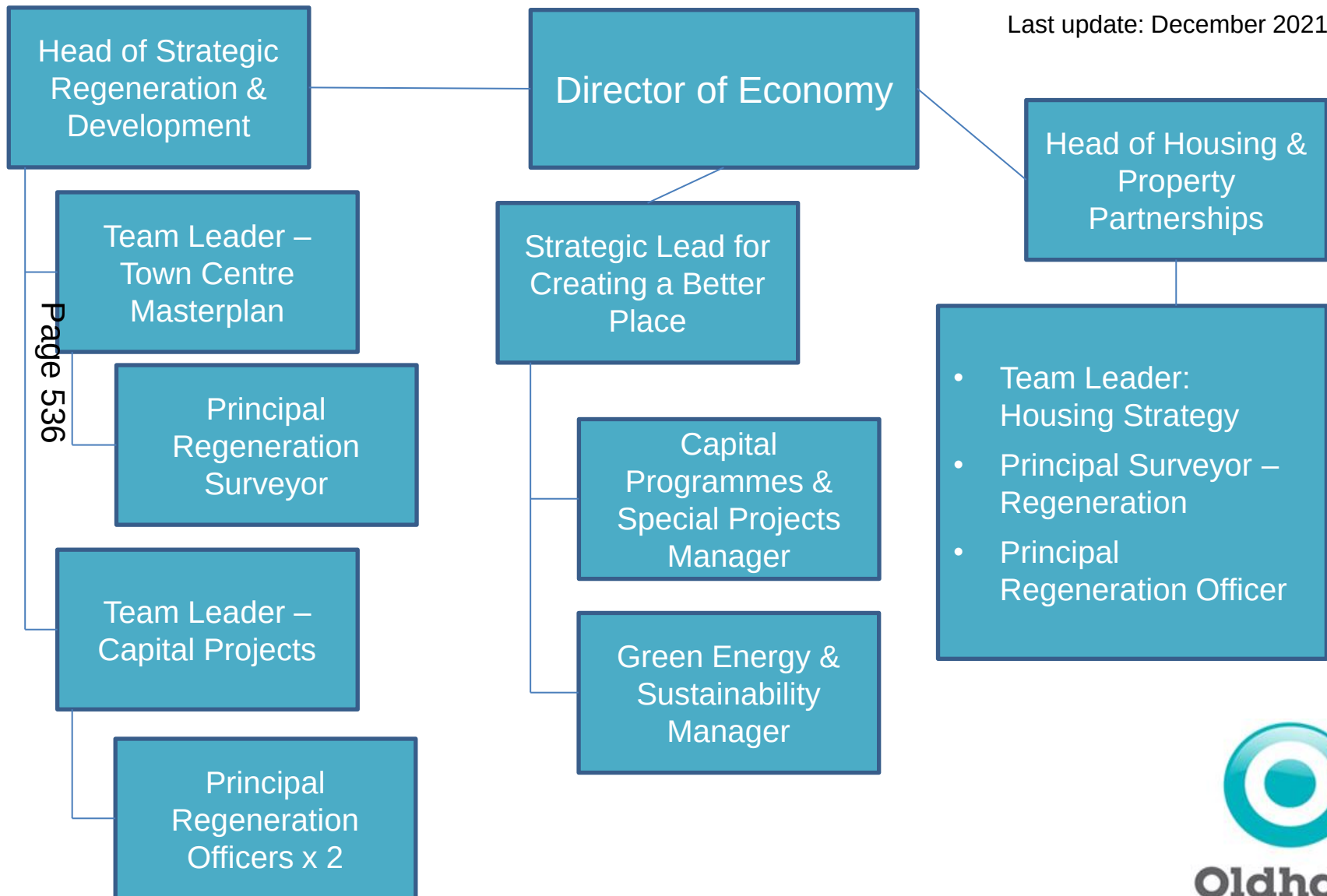
Page 535



Last update: December 2021

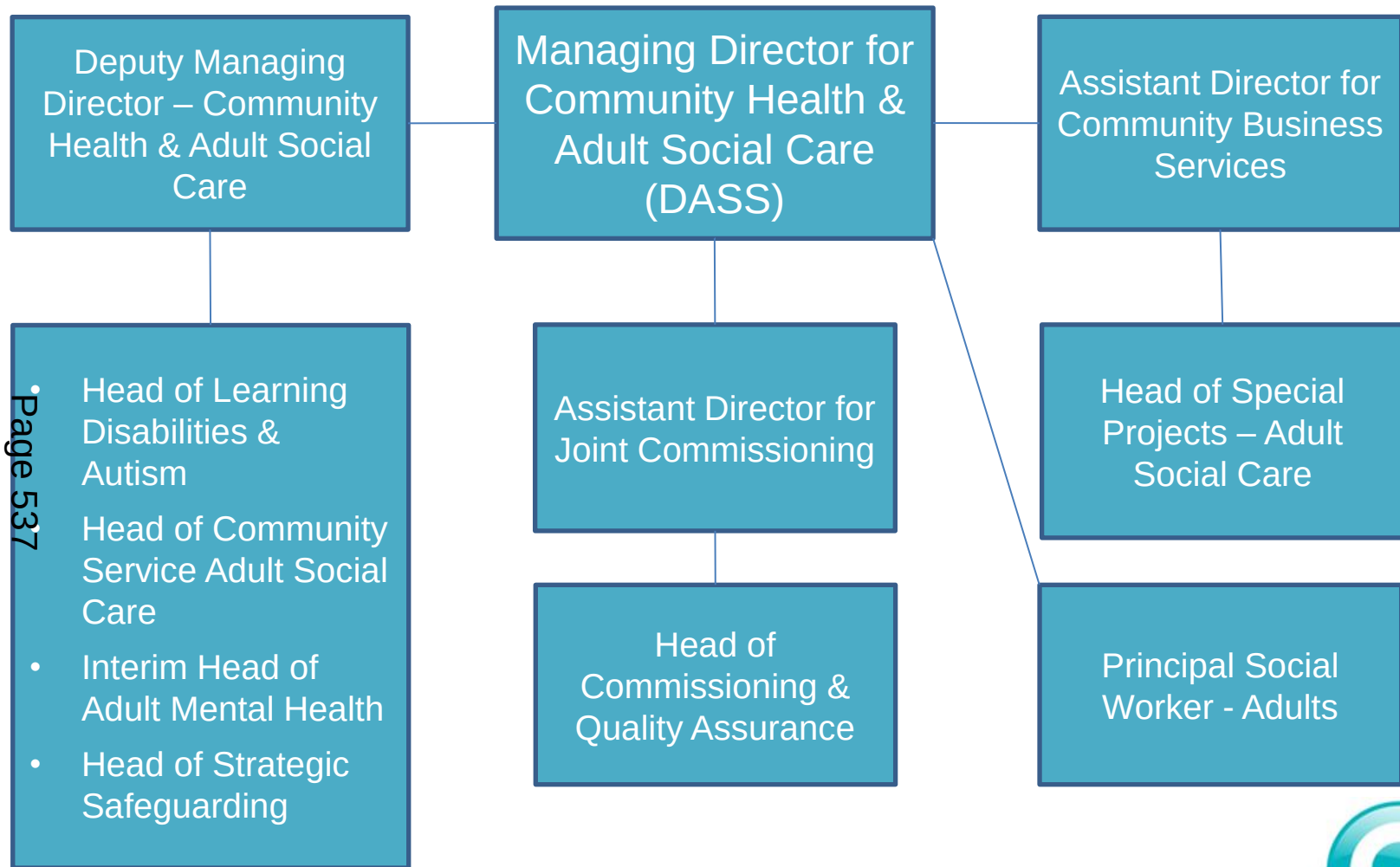
Roles within the Place & Economic Growth Directorate salaried £50,000+ (Page 3 of 3)

Last update: December 2021



Page 536

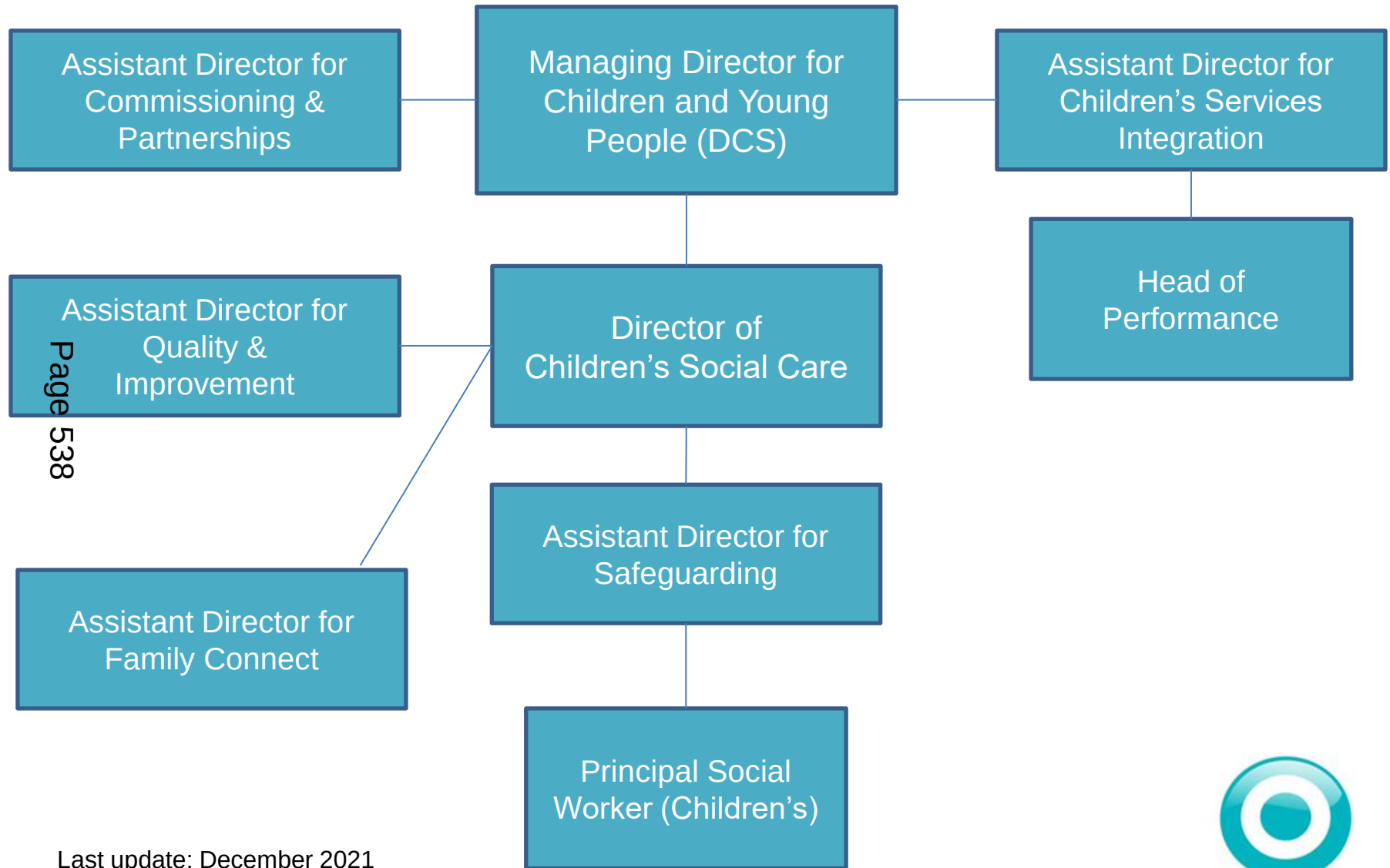
Roles within the People Services Directorate salaried £50,000 + (Page 1 of 7)



Page 537

Last update: December 2021

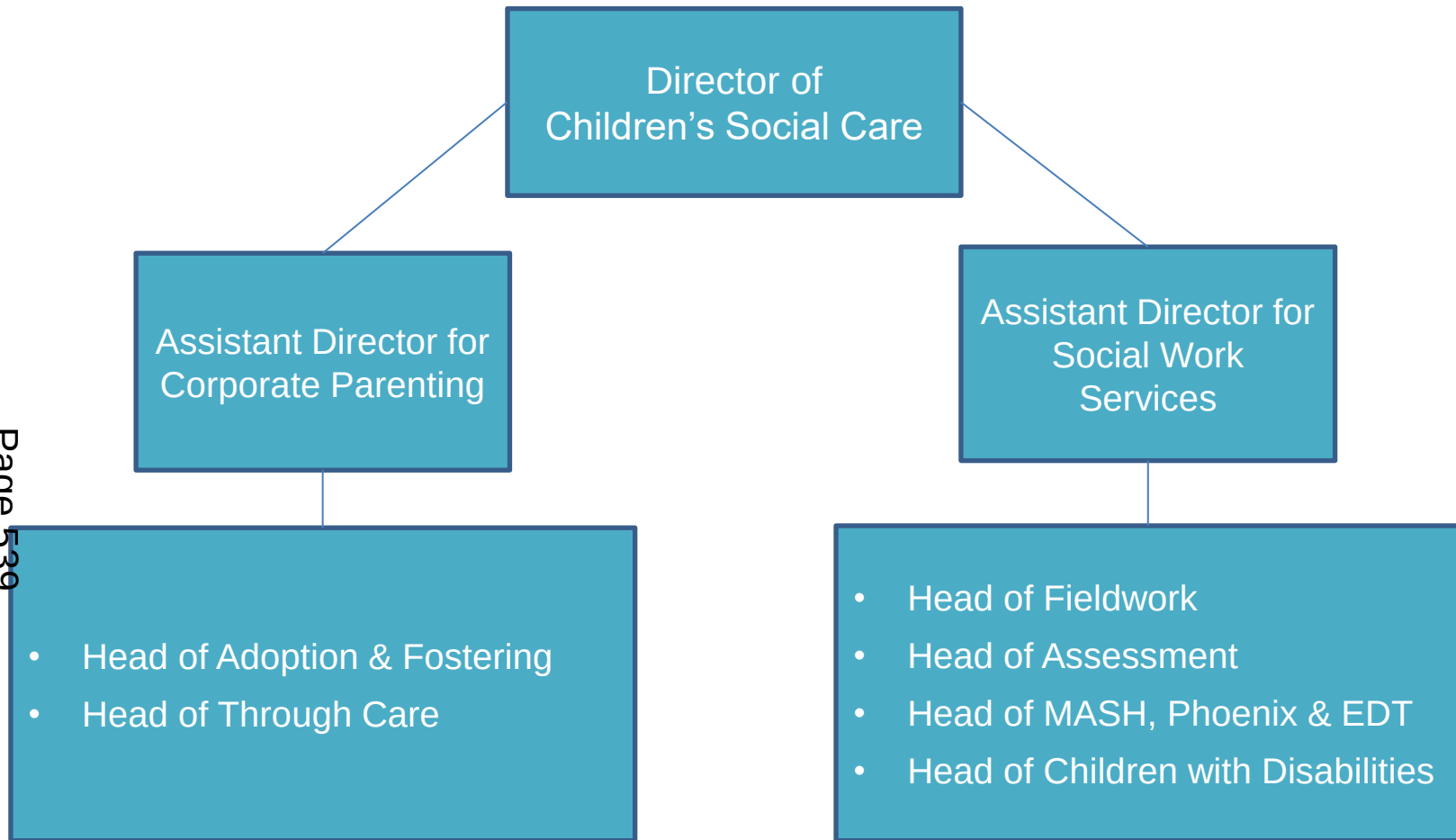
Roles within the People Services Directorate salaried £50,000+ (Page 2 of 7)



Last update: December 2021

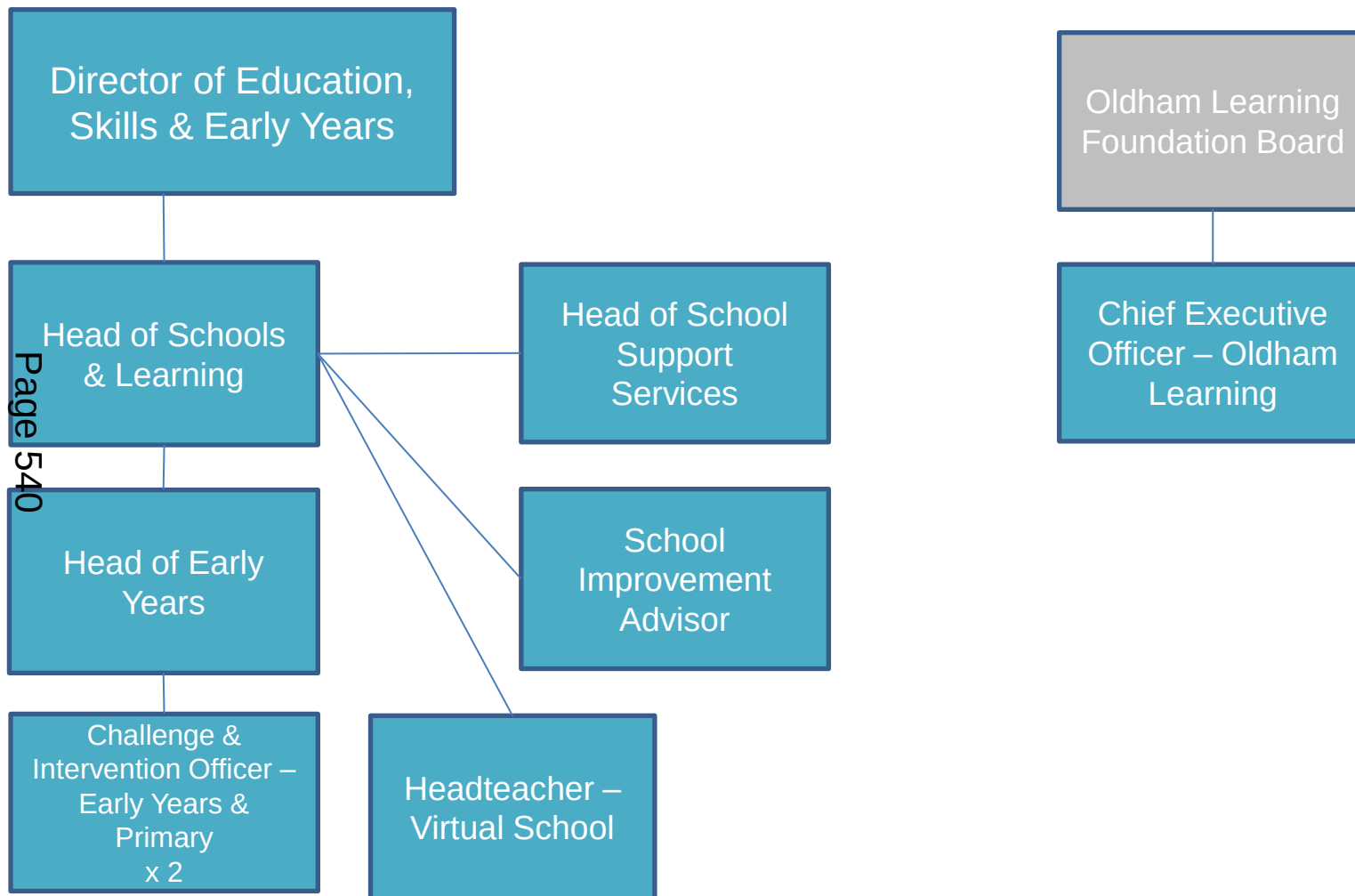
Roles within the People Services Directorate salaried £50,000+ (Page 3 of 7)

Page 539



Last update: December 2021

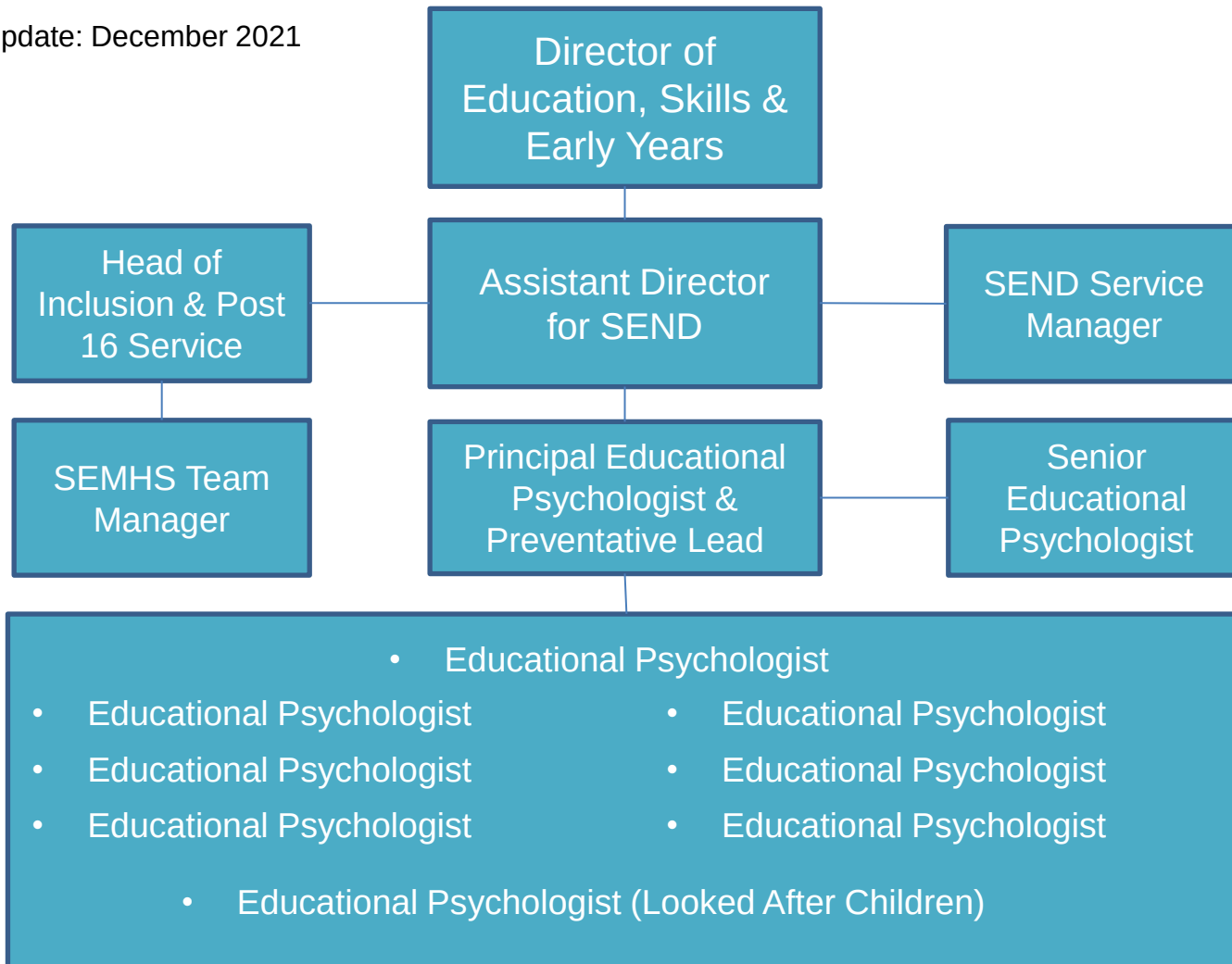
Roles within the People Services Directorate salaried £50,000+ (Page 4 of 7)



Last update: December 2021

Roles within the People Services Directorate salaried £50,000+ (Page 5 of 7)

Last update: December 2021



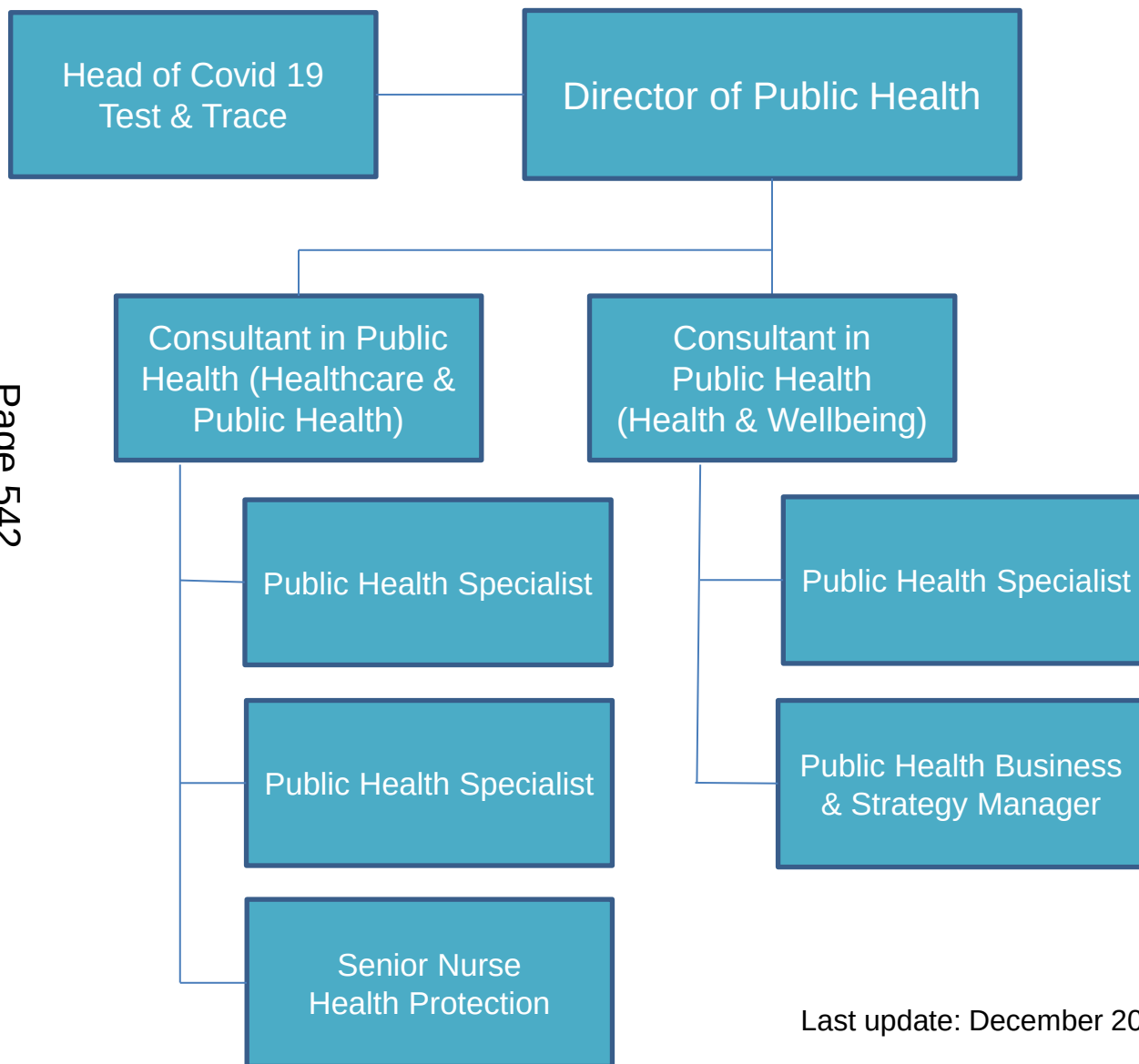
Page 541



Oldham
Council

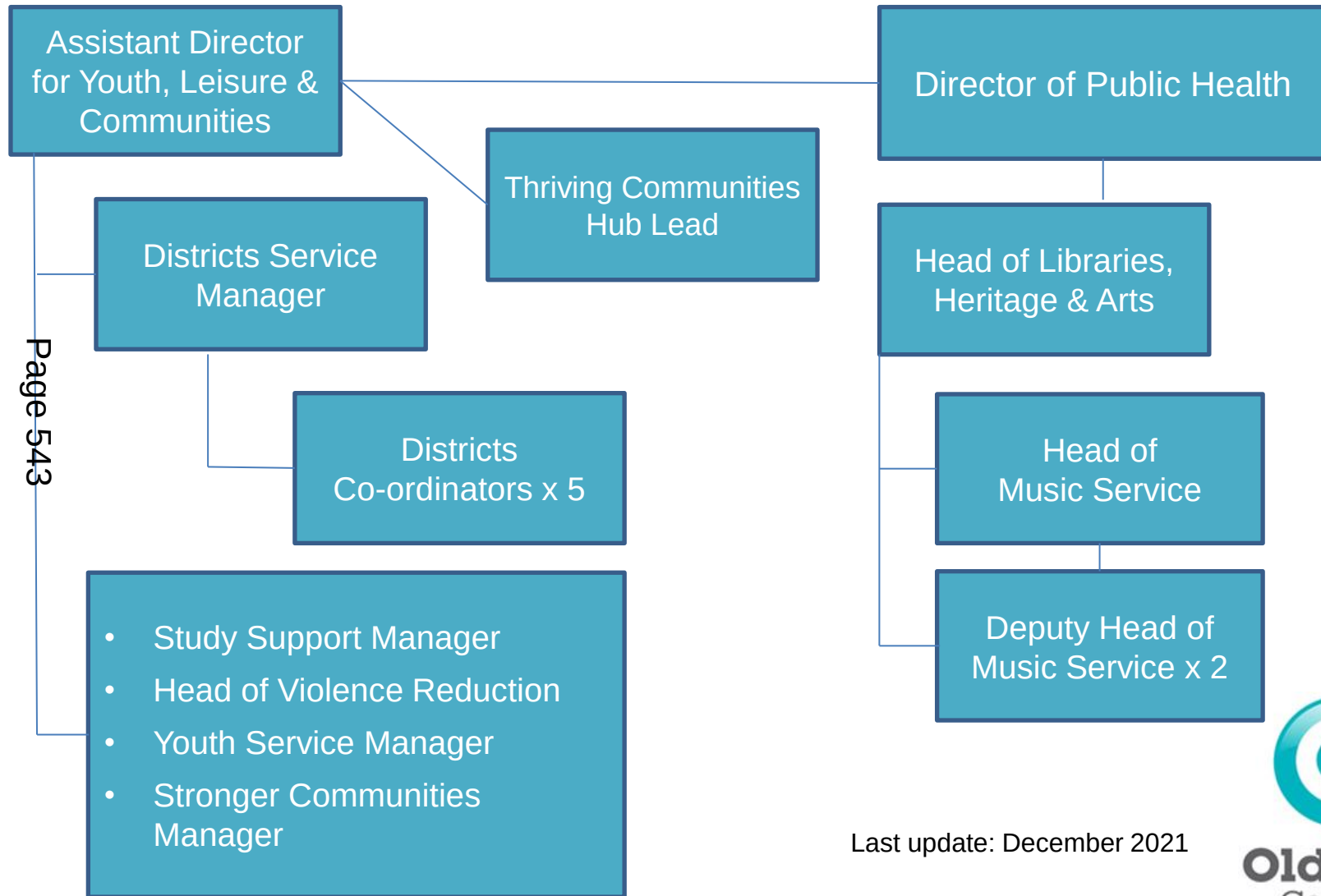
Roles within the People Services Directorate salaried £50,000 + (Page 6 of 7)

Page 542



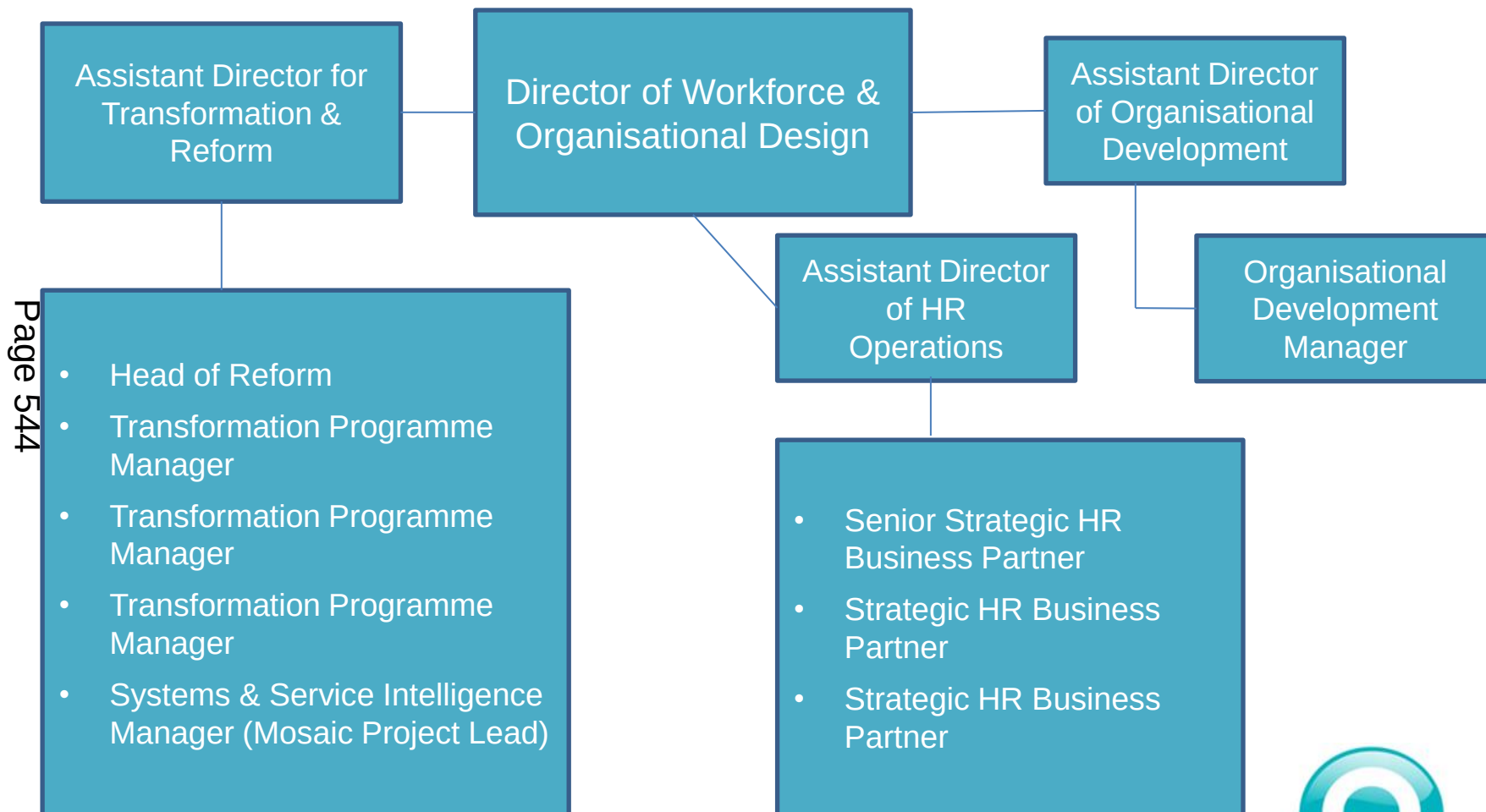
Last update: December 2021

Roles within the People Services Directorate salaried £50,000+ (Page 7 of 7)



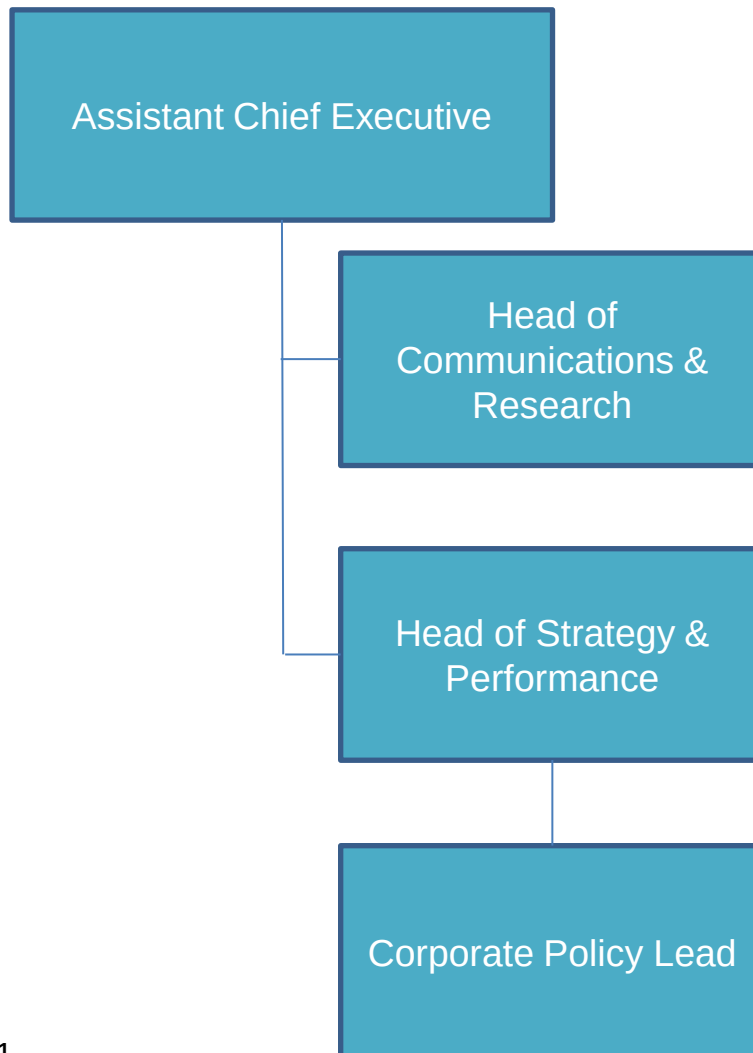
Last update: December 2021

Roles in the Workforce & Organisational Design Directorate salaried £50,000+



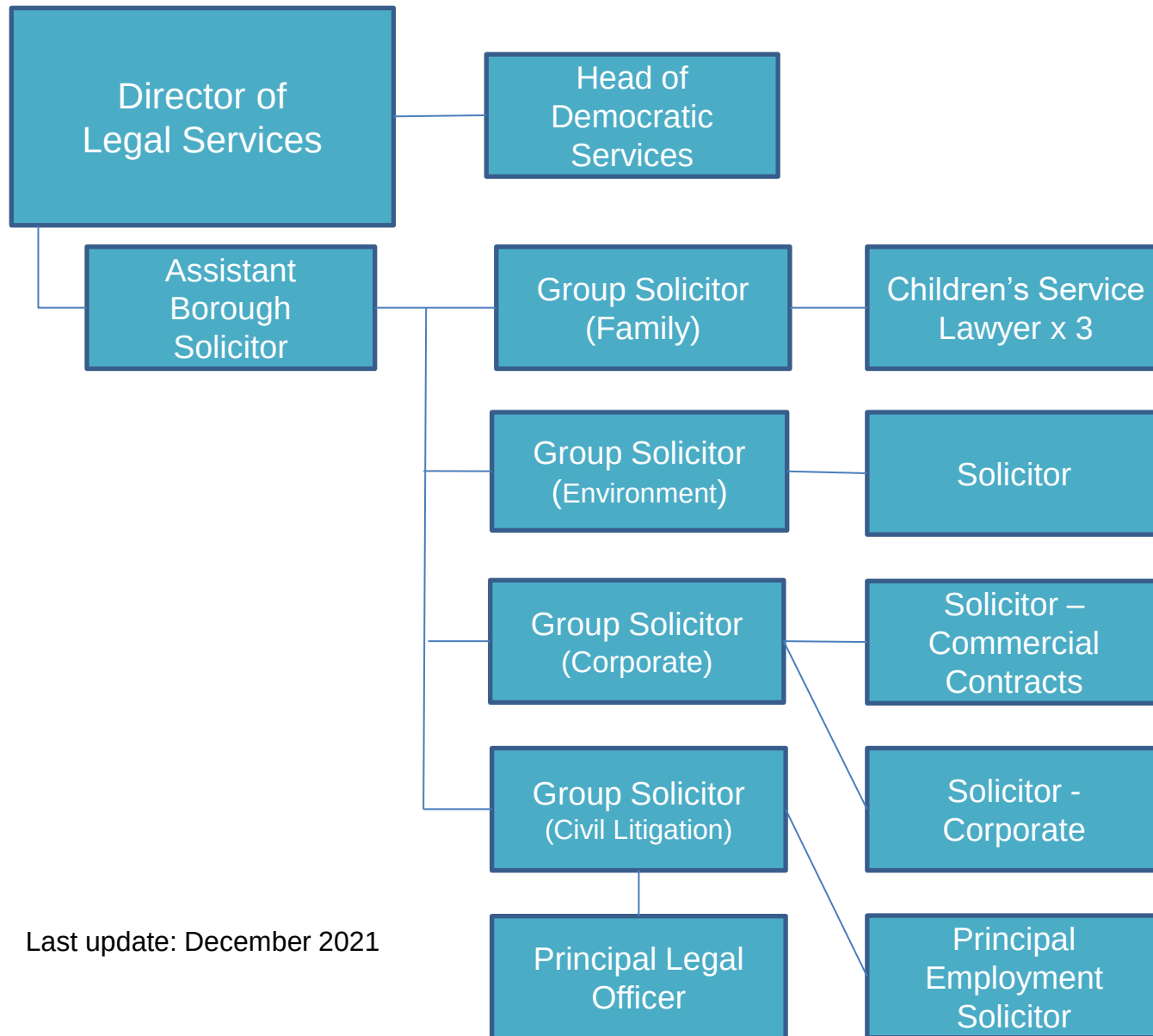
Last update: December 2021

Roles in the Communications, Strategy & Performance Directorate salaried £50,000+



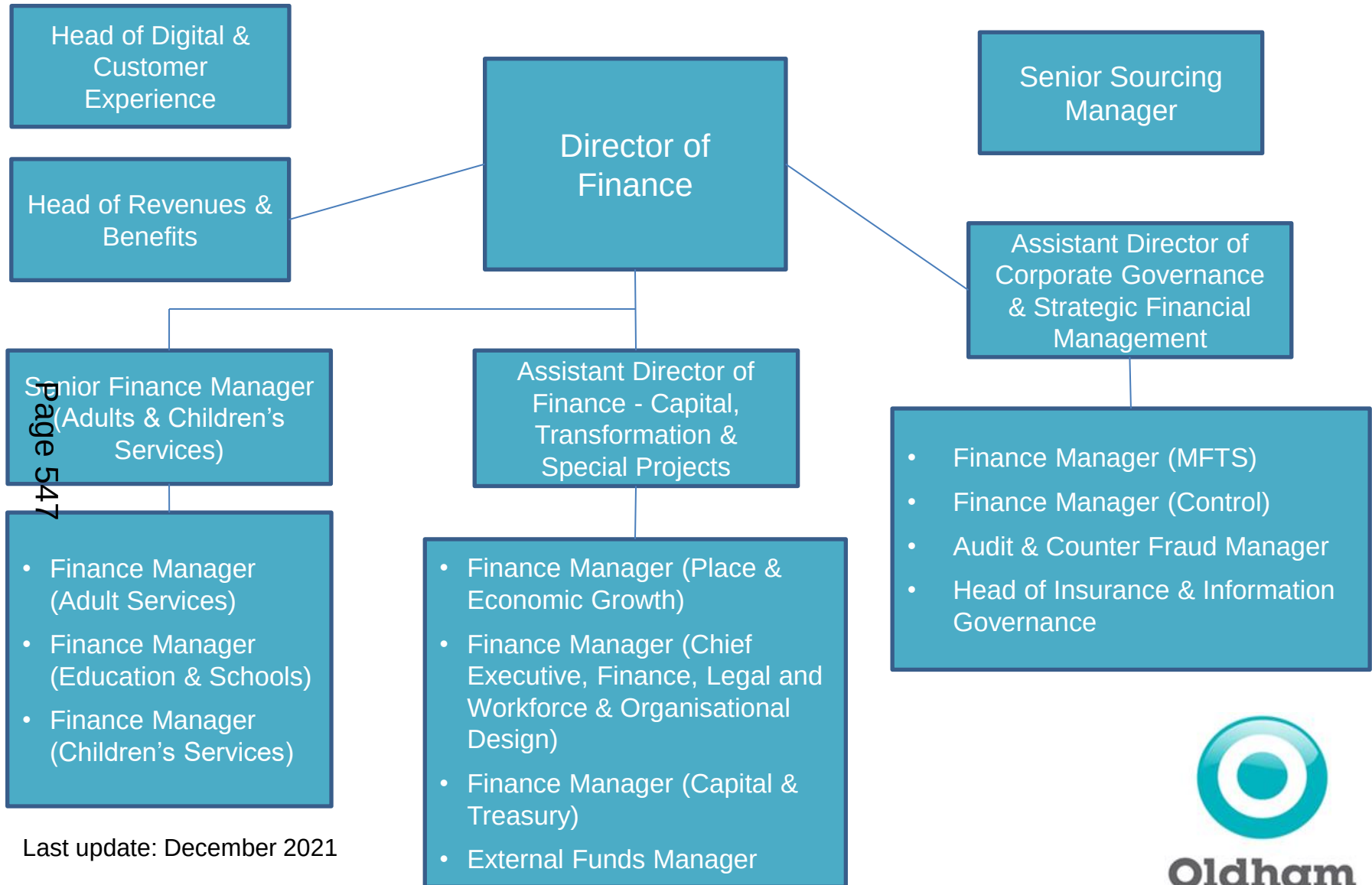
Roles within Legal Services Directorate salaried £50,000+

Page 546



Last update: December 2021

Roles within the Finance Directorate salaried £50,000+



Last update: December 2021

This page is intentionally left blank

Pay Policy Statement table two: Chief Executive's salary expressed as a ratio of other salaries

Table Two

CHIEF EXECUTIVE'S SALARY EXPRESSED AS A RATIO OF OTHER SALARIES

	£	RATIO
CHIEF EXECUTIVE	£160,000	-
MEDIAN SALARY	£25,481	1 : 6.23
MEAN SALARY	£29,341	1 : 5.45
LOWEST SALARY	£18,160	1 : 8.81

Figures are based on full time equivalent salaries and last updated for December 2021

Report to Cabinet

Medium Term Financial Strategy 2022/23 to 2026/27

Portfolio Holder: Cllr Abdul Jabbar MBE, Deputy Leader and Cabinet Member for Finance and Low Carbon

Officer Contact: Anne Ryans, Director of Finance

Report Author: Anne Ryans, Director of Finance
Ext. 4902

14 February 2022

Reason for Decision

To provide Cabinet with the forecast budget reduction requirement estimates for the period 2022/23 to 2026/27 having regard to the three-year Indicative Spending Review published on 27 October 2021, key Government Policy Documents (including the two White Papers on the future of Adult Social Care entitled Building Back Better and People at the Heart of Social Care plus the Levelling Up the United Kingdom White Paper issued on 2 February 2022) and the Provisional Local Government Finance Settlement published on 16 December 2021.

Executive Summary

This report sets out the Council's Medium Term Financial Strategy (MTFS) for the period 2022/23 to 2026/27. The report advises Members of the key financial challenges and issues which will be faced by the Council over the forecast period and sets out the estimated budget reduction requirement for this period.

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

It also advises of the national policy landscape and economic context in which the Council is setting both its revenue budget for 2022/23 and Medium Term Financial Strategy to 2026/27.

It is important to note that the Government has only provided certainty in a one-year settlement for the financial year 2022/23 and an indicative settlement as per the Spending Review for a further two years. The MTFS estimates for 2023/24 to 2026/27 are, therefore, based on a series of assumptions and must be considered indicative at this stage. The notification of detailed allocations of grant funding for one year has caused uncertainty and hinders effective planning by the Council both financially and operationally as future Government funding intentions such as those detailed in the Levelling Up the UK White Paper are difficult to assess. This position, together with the transformational and organisational plans for change that the Council will implement to address its best estimate of the present financial challenge are outlined in this report.

At this stage, only the Provisional Local Government Finance Settlement has been received although the Final Settlement is expected very soon. Once the Final Settlement has been announced, any implications for the MTFS will be incorporated and financial projections amended as appropriate.

The MTFS highlights the plan to deliver significant savings from the financial year 2023/24 onwards linking into the budget report elsewhere on the Agenda which outlines the proposals for the financial year 2022/23. Whilst it is anticipated that the Council will continue to rely on the use of reserves to support the revenue budget in 2023/24 and 2024/25 at a value of £9.932m, additional budget reductions are expected to be achieved as part of the Council's transformation programme. Indeed, there are budget reductions agreed within the 2021/22 budget that have an impact on 2022/23 and beyond and proposed budget reductions for 2022/23 that have an impact on 2023/24 and beyond. In total it is anticipated that these budget reductions will impact on 2023/24 at a value of £6.817m, £1.450m in the financial year 2024/25 and further £0.303m in the financial year 2025/26.

The budget reduction requirement for subsequent years after the delivery of approved budget reductions and the use of reserves is forecast to be £16.711m for 2023/24, £8.117m for 2024/25, £8.384m for 2025/26 and £5.682m for 2026/27. However, given the level of anticipated change instigated by Government, these estimates will be kept under constant review and will be subject to amendment. Nonetheless they provide a starting position from which more detailed financial and operational plans can be developed.

The Council's approach to balancing its budget is to embark on an ambitious transformation programme based upon the Delivering a Sustainable Future (DaSF) concept and shape programme supported by appropriate investment which will aim to deliver long term recurring savings whilst improving the efficiency of service delivery. This is developing the work established in the 2021/22 to 2023/24 MTFS, largely aligned to the themes established and approved at Budget Council in March 2021. The following DaSF core themes are summarised below:

- Enablers for Transformation
- Placed Based Integration/ Communities
- Children's Transformation Programme
- Adult Social Care Transformation Programme including Health and Care Integration
- Economy and Public Realm (including the Creating a Better Place Strategy)

In addition, there are a range of Cross Cutting initiatives that have been identified that will complement these core themes within the transformational programme.

Given the financial challenges that have been identified for 2023/24 to 2026/27, indicative budget reduction targets have been assigned to each core theme. There must be some flexibility within this plan given the uncertainty that underpins financial planning, especially for the latter part of the MTFs period. In view of the importance of delivering budget reductions and embedding the programme of transformational change, during 2022/23, there will be a regular review of the progress of the existing change programmes against the delivery milestones and financial targets. It will also ensure that there is continuous emphasis on the delivery of change and the achievement of the budget reductions required in line with the five-year strategy.

Presentation of this report to the Policy Overview and Scrutiny Committee on 27 January 2022 was a key stage in the budget consultation process. The Committee scrutinised the report and the other reports on the agenda that form a core part of the Council's strategic financial planning framework. The Committee was content to commend the report to Cabinet without additional comment.

Recommendations

That Cabinet agrees and commends to Council:

- 1 The policy landscape and economic context in which the Council is setting its Medium Term Financial Strategy to 2026/27;
- 2 The impact of Oldham Council Policies and Strategies on the Council's budget setting process and the development of its Medium Term Financial Strategy;
- 3 The financial forecasts for 2022/23 to 2026/27 having regard to the Provisional Local Government Finance Settlement, three-year indicative Spending Review, key White Papers and associated funding announcements;
- 4 The key issues to be addressed in continuing to respond to the financial challenges facing the Council;
- 5 The proposed use of £6.000m of reserves to support the 2023/24 budget and £3.932m of reserves to support the 2024/25 budget; and
- 6 The revised estimated budget reduction targets of £16.711m for 2023/24, £8.117m for 2024/25, £8.384m for 2025/26, and £5.682m for 2026/27 after the use of reserves (as at recommendation 5) and the impact of budget reductions agreed for 2021/22 and 2022/23.

Medium Term Financial Strategy 2022/23 to 2026/27**1 Background and Key Strategic Plans/ Developments impacting on the Council**

- 1.1 Each year, the Council identifies what it needs to spend on Council services for the following year as part of the budget setting process. This process also involves the identification of provisional spending plans for future financial years. This ensures the Council's future spending plans are balanced against the funding forecasts of Government Grants, Council Tax and Business Rates revenues that finance this planned expenditure. These plans form part of the Council's Medium Term Financial Strategy (MTFS). The MTFS also takes account of the Provisional Local Government Finance Settlement (PLGFS) published on 16 December 2021, the three-year Spending Review (SR21), key national policy announcements (including those set out in White Papers), associated funding announcements and the impact of the Administration's proposals for balancing the 2022/23 budget. The Final Local Government Finance Settlement is due very soon and once it is received the any implications for the MTFS will be assessed and financial projections amended as appropriate.
- 1.2 The MTFS is designed to build on the work and achievements of previous years and to help meet the challenges of the future. It is one of the key strategic plans of the Council. Having regard to the Revenue Budget Report for 2022/23, this report estimates the impact of the Council's proposed revenue spending / savings plans for 2022/23 together with the four years to 2026/27 including the key factors which will influence the future financial forecasts.
- 1.3 The MTFS is influenced by the following key documents highlighted in the paragraphs below.
- The Oldham Plan
- 1.4 The Oldham Plan is the Oldham Partnership's plan for the borough and was endorsed by Council in July 2017. It is a collective action statement covering the period 2017-2022 and sets out the areas where the Oldham Partnership will add the most value as a partnership to achieve the ambition for Oldham to be a productive and co-operative place with healthy, aspirational, and sustainable communities.
- 1.5 A new Oldham Plan will be developed and then adopted by the Council and Partners in 2022, building on the priorities identified in the previous Council Corporate Plan and the latest approved COVID-19 Recovery Strategy. The new Oldham Plan will provide the opportunity to engage our residents, the Council and our partners in the public and private sector around a shared vision for the future of the borough. Combined with the Corporate Plan/ COVID-19 Recovery Strategy, it aims to set the future vision for the Council, and proactively plan for the key priorities and guiding principles for the years ahead.
- 1.6 The current Oldham Plan includes a delivery model that is based around three fundamental objectives which work together to deliver the ambitions of the Oldham Plan. These are:
- **Inclusive Economy** – Ensuring a fairer economic system where people have the chance to succeed.
 - **Thriving Communities** – Oldham is a place where social action and social and community infrastructure means something.
 - **Co-operative Services** – Developing integrated public services that work in an asset-based way to meet the needs of people and communities.

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

The Council's Corporate Plan / COVID-19 Recovery Strategy

- 1.8 The Corporate Plan is the Council's key strategic document and outlines the Council's contribution to achieving the vision and outcomes detailed in the Oldham Plan, as well as priority areas of focus and delivery aimed at taking forward our vision of a co-operative future where everyone does their bit to create a confident and ambitious borough. All capital investment proposals will therefore be evaluated in accordance with a range of criteria, a key one of which is the contribution to the delivery of the aims of the Corporate Plan.
- 1.9 Oldham's Corporate Plan expired in December 2020. Work to refresh the Corporate Plan was initially expected to be completed by the summer 2020. However, the impact of the COVID-19 pandemic meant that this was no longer viable. Instead, the Council developed an interim COVID-19 Recovery Strategy which is subject to regular refresh and is a temporary Corporate Plan until at least April 2022. This was approved by Council at its meeting on 14 July 2021.
- 1.10 As a Co-operative Council, Oldham is committed to tackling the impact of COVID-19 and protecting the most vulnerable residents and communities. The steps being taken to tackle the pandemic and the subsequent recovery planning, aim to support people, especially those groups who are often most impacted.
- 1.11 Building on the learning so far and the anticipated events to come, the COVID-19 Recovery Strategy and accompanying priorities have been developed, helping shape the approach and vision for Oldham. It sets out the six priority areas of focus for the Council as Oldham looks to recover from the pandemic:
- Driving equality
 - Investing in quality housing
 - Championing a green recovery
 - Creating and protecting jobs and supporting businesses
 - Prioritising education, skills and Early Years
 - Promoting health and wellbeing by supporting the most vulnerable.
- 1.12 A new Corporate Plan is currently under development and it is planned will be adopted in 2022/23, building on the priorities identified in the COVID-19 Recovery Strategy. The new Oldham Corporate Plan will provide the opportunity to engage our residents, the Council and partners in the public and private sector linking into the wider Oldham Plan around a shared vision for the future of the borough. It will support the delivery of key Council Objectives. The key Oldham Strategies to influence the next stage of the Corporate Plan are detailed in the following paragraphs.

Creating a Better Place Strategy

- 1.13 The Creating a Better Place strategy (initially approved December 2019/ January 2020) which was reviewed and updated in August 2020 places emphasis on regenerating the Borough by building homes for residents, creating new jobs through regeneration, enhancing the visitor experience in Oldham Town Centre and assisting economic recovery from the pandemic. It is also a key element of the Transformation Programme. A key dependency of this Strategy is the Housing Strategy which is consistent with the current draft of Places for Everyone (Greater Manchester's housing plan for all Districts excluding Stockport) enabling the Council to address the challenges identified in the Local Housing

Needs Assessment. The revenue costs of the Creating a Better Place programme which it is anticipated will lead to future savings has been incorporated into the MTFS.

Working with Health Partners

- 1.14 The Health and Care Programme was adapted in September 2020 considering the Government White Paper “Working Together to Improve Health and Social Care for All” (2021). There is a programme of work planned to improve collaboration between the health sector and the adult social care sector at both a City Region and Locality Level. This includes the restructuring of the NHS which includes the creation of the Oldham Integrated Care System. The financial flexibility afforded by the pooling of resources, where appropriate, has been incorporated into the MTFS.

Building Back Better and People at the Heart of Social Care

- 1.15 In this financial year, the Government set out its vision for the long term funding of Adult Social Care in its White Paper “Building Back Better” which sets out how individuals will pay for their long-term care. It clearly impacts on the processes and procedures operated by the Council although the MTFS assumes that this will have a neutral impact with extra expenditure offset by additional resources. On 1 December 2021 the Government published a further White Paper “People at the Heart of Social Care” which set out a vision for how Adult Social Care would operate for the next 10 years with personal care/ choice as its central strand. This also set out some proposals to utilise the Adult Social Care Levy as set out in the Building Back Better White Paper. The implications for Oldham (and Local Government as a whole) can only be estimated as full details are yet to be made available.

COVID-19 Pandemic

- 1.16 In addition to the key policies of the Council the COVID-19 pandemic has had an impact on Service Delivery resulting in additional spending. During 2020/21 and 2021/22, the Government provided funding to support the additional costs of responding to COVID-19. The one-off additional support provided by Government will not be available in 2022/23 or future years but some compensatory funding has been incorporated into general Government grant allocations for 2022/23.

2021 Three-Year Spending Review.

- 1.17 It is disappointing that the detailed one-year Local Government Finance Settlement did not give the three year certainty hoped for after the Budget and Spending Review was announced on 27 October 2021. It is perhaps not surprising with the Government emphasising stability in the one-year settlement whilst further work is undertaken on the longer-term position to support Authorities as part of the agenda set out in the Levelling Up the UK White Paper.
- 1.18 The Council has prepared its MTFS against this background and assumed no benefit from a revision to Government general grant funding allocations in the financial years 2023/24 and 2024/25 although given the level of deprivation in the Borough, Oldham could receive further additional funding.

Levelling Up the United Kingdom White Paper

- 1.19 On 2 February 2022 the Government issued its White Paper setting out its aspiration for Levelling Up the United Kingdom. This outlined the support already provided for certain initiatives such as the Towns Fund and highlighted some future intentions. Six key drivers for change are identified and these are detailed below:

-
- Physical capital – infrastructure, machines and housing.
 - Human capital – the skills, health and experience of the workforce.
 - Intangible capital – innovation, ideas and patents.
 - Financial capital – resources supporting the financing of companies.
 - Social capital – the strength of communities, relationships and trust.
 - Institutional capital – local leadership, capacity and capability.

1.20 The White Paper sets out that the new policy regime will be based upon five mutually reinforcing pillars as detailed below:

- Pillar 1 is the UK Government setting clear and ambitious medium-term missions.
- Pillar 2 is that Central Government decision-making will be fundamentally reorientated to align policies with the levelling up agenda.
- Pillar 3 is the UK Government empowering decision-makers in local areas.
- Pillar 4 is the UK Government transforming its approach to data and evaluation to improve local decision-making.
- Pillar 5 is the UK Government creating a new regime to oversee its levelling up mission including a statutory duty to publish an annual report outlining progress.

1.21 These medium-term missions are defined via the following focus area:

- Living Standards
- Research and Development
- Transport Infrastructures
- Digital Connectivity
- Education
- Skills
- Health
- Well-being
- Pride in Place
- Housing
- Crime
- Local Leadership

1.22 These issues have been incorporated into the presentation of the MTFS later in the report.

2 Medium Term Financial Strategy (MTFS)

2.1 The purpose of the Oldham MTFS is:

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

2.2 The MTFS is an assessment of the Council’s current financial position and a determination of the financial position the Council wishes to be in over the medium term. This report has been prepared over a five-year timeframe 2022/23 to 2026/27. This is a longer financial planning period than the MTFS presented in 2021/22, where it was considered that forecasting beyond 2023/24 would be extremely challenging due to the uncertainty caused by COVID-19, the one-year Settlement information provided by Government and the lack of clarity about future Government funding intentions. Given the Government has now published a three-year financial settlement for Local Government (indicative for years two and three) the past practice of preparing financial projections for a five year period has now been re-adopted so the MTFS timeframe once again aligns with the Capital Programme and the Housing Revenue Account (HRA) budget both of which had retained the five year forecasting period.

2.3 The MTFS has been developed using the latest information together with a range of assumptions and estimates.

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

2.5 The MTFS considers:

- Relevant political and economic influences on Oldham Council;
- Local factors which influence policy within the Council including the Administration’s priorities as set out in the Oldham Plan;
- The impact of Government policy and associated announcements including White Papers; and
- Key Council policy initiatives including the Council’s Transformation Programme, the longer term response to COVID-19 and the Corporate Plan.

2.6 There is a considerable degree of estimation in presenting a Medium Term Financial Strategy over a five year period. The impact of COVID-19 is still very unclear in terms of the longer-term financial consequences for the Council together with the wider impact on the economy of the country. Whilst the Provisional Local Government Finance Settlement provided clarity on the resources available for 2022/23 and the Spending Review gave an indication of resources for 2023/24 and 2024/25, projections for 2025/26 and 2026/27 are based on a series of assumptions.

2.7 In addition to the COVID-19 related issues, the Council must also plan for inflationary pressures, demographic changes, demand pressures and radical service changes such as those set out in the Building Back Better / People at the Heart of Social Care/ Levelling Up the UK White Papers. The need for continued transformation in service delivery is therefore essential. Councils such as Oldham with high relative needs (deprivation) and a small Tax Base (relative to expenditure) will continue to be heavily reliant on Central Government for a significant proportion of their funding even with the stated Government policy of Levelling Up. However, the quantum of that funding remains to be determined beyond 2024/25.

-
- 2.8 In addition to the determination of the overall level of resources available for the whole Local Government Sector, significant changes are expected which will impact on future funding streams (covered in more detail in Sections 4 and 5 of this report) and include:
- A review of Local Authorities' Relative Needs and Resources (formerly the Fair Funding Review) which is expected to realign the allocation of resources between Local Authorities;
 - The implementation of the reform of Adult Social Care as set out in the Building Back Better White Paper and The People at the Heart of Social Care White Paper;
 - The taking forward of initiatives outlined in the recent Levelling Up the UK White Paper;
 - The end of the Greater Manchester 100% Business Rates retention pilot scheme at a date to be announced in the future; and
 - Business Rates revaluation affecting the amount of Business Rates paid by the occupiers of commercial premises. This will impact on the financial year 2023/24 with the initial revaluation based on Rateable Values as of 1 April 2021.
- 2.9 The impact of these changes could be potentially significant to the Council. With the limited information available, the MTFS currently assesses these as collectively neutral.
- 2.10 This report is complemented by others elsewhere on the agenda which form a core part of the Council's strategic financial framework and MTFS. The MTFS has a vital role to play in enabling the translation of the Council's ambition and priorities into action. In addition to this report there is:
- The month 8 revenue and capital monitoring reports for 2021/22;
 - The 2022/ 23 Annual Budget Report;
 - Strategic Housing Revenue Account (HRA) estimates detailing financial forecasts for the medium term as well as setting the 2022/23 HRA budget, rent levels and service charges;
 - The Capital Strategy and Capital Programme which presents the Council's Capital investment ambitions and priorities for the medium term to 2026/27;
 - The Treasury Management Strategy Statement for the year ahead, including a Minimum Revenue Provision Policy Statement, Annual Investment Strategy as well as a suite of prudential indicators;
 - The Council Tax Reduction Scheme for 2022/23 which proposes no change compared to the 2021/22 scheme; and
 - The Statement of the Chief Finance Officer on Reserves, Robustness of Estimates and Affordability and Prudence of Capital Investments.
- 2.11 It is important to recognise cross cutting implications, where decisions relating to one element of the strategy have implications elsewhere. For example, capital investment decisions may have revenue budget implications in terms of operating, maintenance or debt servicing costs and the achievement of future efficiencies. Similarly, capital investment financed by borrowing carries implications for Treasury Management as well as implications for the revenue budget.
- 2.12 This report revises the MTFS estimates for the period 2023/24 to 2026/27 based on local and national information including the Provisional Local Government Finance Settlement (PLGFS) published on 16 December 2021 and the three-year Spending Review of October 2021. The Final Settlement is due very soon and once it is received the any implications for the MTFS will be assessed and financial projections amended as appropriate.

3 Economic Context surrounding the MTFS

- 3.1 A major influence when considering the MTFS is the economic context. This section presents key factors within the Economic Context which have framed the MTFS.
- 3.2 The coronavirus outbreak has done huge economic damage to the UK and economies around the world. After the Bank of England took emergency action in March 2020 to cut Bank Rate to 0.10%, it left Bank Rate unchanged at its subsequent meetings until raising it to 0.25% at its meeting on 16 December 2021 and then to 0.50% at its meeting on 3 February 2022.
- 3.3 At the Monetary Policy Committee (MPC) meeting on 16 December 2021, the members voted 8-1 to raise Bank Rate by 0.15% from 0.10% to 0.25% and unanimously decided to make no changes to its programme of quantitative easing purchases which was due to finish in December 2021 at a total of £895bn.
- 3.4 The MPC was concerned that inflationary pressures are building and need concerted action to counter the trend. This indicates that there will be more Bank Rate increases to come with financial markets predicting 1.25% by the end of 2022.
- 3.5 The MPC did comment that “the Omicron variant is likely to weigh on near-term activity” and the MPC materially reappraised the inflationary pressures between the November and December meetings with the Bank increasing its forecast for inflation to peak at 6% April 2022.
- 3.6 At the MPC meeting on 3 February 2022, the members voted 5 to 4 to increase the Bank Rate to 0.5%, with those voting against only doing so as they considered a higher increase should be introduced.
- 3.7 A summary overview of the future path of the Bank Rate is detailed below:
- In December 2021, the Bank of England became the first major western central bank to put interest rates up in this upswing in the current business cycle in western economies as recovery progresses from the Covid recession of 2020.
 - The December 2021 MPC meeting was more concerned with combating inflation over the medium term than supporting economic growth in the short term.
 - Bank Rate increases during 2022 are difficult to forecast as inflation may drop sharply in the second half of 2022.
 - However, the MPC will want to normalise Bank Rate over the next three years so that it has its main monetary policy tool ready to use in time for the next down turn; all rates under 2% are providing stimulus to economic growth.
 - COVID remains a major potential downside threat as it remains highly likely that there will be further variants.
 - Purchases of gilts under QE ended in December 2021.
 - At the MPC meeting on 3 February 2022, the MPC raised the bank rate to 0.50%.
 - The Committee updated its central projections and based on a market-implied path for the Bank Rate, it forecast it could rise to around 1.5% by the middle of 2023.
 - At the meeting in February 2022, the MPC revised its inflation forecast and it is now expected to peak at 7.25% in April 2022 rather than 6%. The Committee also voted unanimously for the Bank of England to begin to reduce the stock of UK Government Bond purchases by ceasing to reinvest maturing assets.
 - The Council’s Treasury Advisors, the Link Group, has factored in further three bank rate rises by the end of 2022. This would result in a rate of 1.25% by the end of 2022, increasing to 1.5%. However, the actual timing of the increase is difficult to predict.

-
- 3.8 The impact of COVID-19 vaccines was the game changer during 2021 which raised hopes that life in the UK would be able to largely return to normal in the second half of the year. However, the Omicron variant which emerged at the end of November 2021 raised the threat that a fourth wave of the virus could overwhelm hospitals in early 2022. Recent events indicate the impact of the variant is not as severe as originally thought so restrictions have been eased.
- 3.9 Rather than go for full lockdowns which heavily damage the economy, the Government's current strategy, is focusing on getting as many people as possible to have a third (booster) vaccination. The booster has been shown to restore a high percentage of immunity to Omicron to those who have had two vaccinations.
- 3.10 However, the biggest impact on growth would come from another lockdown. The big question remains as to whether any further variants of this virus could develop which render all current vaccines ineffective, as opposed to how quickly vaccines can be modified to deal with them and enhanced testing programmes be implemented to contain their spread until tweaked vaccines become widely available.
- 3.11 A more detailed national and international economic commentary is provided within the Treasury Management Strategy report (elsewhere on the agenda).

4 Provisional Local Government Finance Settlement (PLGFS)

- 4.1 The 2022/23 PLGFS was released on 16 December 2021 via a written statement to Parliament by the Secretary of State for Levelling Up, Housing and Communities, the Rt. Hon Michael Gove MP, and set out the Government's formal proposals for the funding of English Local Authorities in 2022/23. The PLGFS covered the 2022/23 financial year only and is the first allocation of the three-year funding referred to in the Three Year Spending Review detailed in Section 5 of this report.
- 4.2 This is the fourth consecutive one-year Local Government Finance Settlement. The emphasis is on providing stability to the overall Government sector, through rolling forward key elements of the 2021/22 settlement alongside extra cash for priority areas such as social care. However, it did include key funding information for Local Authorities in relation to:
- The Settlement Funding Assessment which included a potential additional spend of £3.5bn over the 2021/22 Settlement;
 - The proposed distribution in 2022/23 of the £1.6bn additional funding announced at the Spending Review as follows:
 - a) £0.8bn for a 2022/23 Services Grant, distributed using the 2013/14 Settlement Assessment formulae. The Settlement highlights that this is a one-off grant and will not be taken into consideration for transitional support when future changes are made.
 - b) £0.7bn for Social Care, with additional Social Care Grant (£0.6bn, distributed using the Adult Social Care Relative Needs Formulae, with equalisation for the impact of the 1% Adult Social Care Precept) and an inflationary increase for the Improved Better Care Fund.
 - c) £0.1bn to provide an inflationary increase to Revenue Support Grant.
 - Funding of £162m (notified as the Market Sustainability and Fair Cost of Care Fund) allocated to Local Authorities from the income being raised by the National Health and Social Care Levy enabling Councils to begin the work on the Adult Social Care reforms;
 - No separate identification of funding for the costs of the increase in National Insurance contributions to be paid by Authorities (the funding for this is assumed to be included in the new 2022/23 Services Grant);
 - New Homes Bonus Grant, which continues for the financial year 2022/23 with a further additional payment of £333m grant on top of the legacy payment of £221m;
 - Compensation for under-indexing the multiplier on Domestic Rates based upon the Consumer Price Index (CPI). It is important to note that the final settlement will use the Retail Price Index (RPI) (which will result in about £375m of additional funding for Local Government);
 - Additional funding (Authority allocations not yet announced) for Cyber Resilience, the increased costs of external audit and Supporting Troubled Families; and
 - The Greater Manchester Business Rate Pilot, which will continue for 2022/23.
- 4.3 On the same day the Minister responsible for Schools the Rt. Hon Robin Walker announced the funding settlement for Schools. This set out that school budgets would receive an additional £4bn in 2022/23. This includes an extra £1bn for pupils with Special Educational Needs and Disabilities (SEND) which represents a 13% increase for the financial year 2022/23. In total £41.7bn is available to support mainstream schools. High Needs funding will total £9.1bn and Early Years will total £3.6bn for 2022/23. For Oldham resulted in extra resources which is supporting returning the Dedicated Schools Grant to balance in the financial year 2023/24.

4.4 The initial analysis of the PLGFS indicates that it has attempted to do three things:

- Provide financial stability, with several key grants including the New Homes Bonus continuing. There are 20 to 30 Local Authorities in discussion with the Department of Levelling Up, Housing and Communities about their long term financial sustainability. Recent events have seen two Local Authorities issue Section 114 notices highlighting extreme financial pressures and a number have had to approach the Department for capitalisation directions to assist them in balancing their budgets;
- Recognise the financial pressures around Social Care (Adults and Children's) with additional resources of £1bn funded from both grant and additional anticipated Council Tax rises; and
- The beginning of the Department allocating resources in accordance with its objective of levelling up. This is highlighted by the creation of a one-off Services Grant with an allocation methodology which distributes grant with a greater emphasis on deprivation together with the Social Care Grant including equalisation for those Authorities such as Oldham who have a lower Council Tax Base.

4.5 The PLGFS confirms the continued importance of increases to Council Tax in continuing to underpin the financial sustainability of Local Government finance. The Government expects all Councils to increase Council Tax by the maximum level and on this basis the funding available for services is £2.9bn of which £1.4bn is expected to come from Council Tax.

4.6 The amount of grant allocated to Oldham in the Settlement or anticipated based on best information available is detailed in the table below:

	2022/23 £000
Government Grant	
Business Rates Top Up	(42,439)
Improved Better Care Fund Grant	(11,187)
Social Care Support Grant	(12,132)
Lower Tier Services Support Grant	(428)
Independent Living Fund (ILF) Grant	(2,580)
Housing Benefit Administration Grant	(824)
Council Tax Administration Grant	(371)
New Homes Bonus Grant	(562)
2022/23 Services Grant	(4,467)
Market Sustainability and Fair Cost of Care Fund	(758)
Revenues and Benefits - New Burdens Grant	(13)
Total Government Grant Funding	(75,761)

4.7 One positive from the Settlement if the analysis in paragraph 4.4 is correct, will be that further work is undertaken on Levelling Up in 2022 following the recent publication of the White Paper and it is anticipated this has the potential to benefit an Authority like Oldham in the next two years. The Service Grant is only for one year and New Homes Bonus is either in its final year or residual legacy payments are unlikely to continue in 2023/24 which will give some flexibility for a redistribution of grant linked into deprivation factors and levelling up.

4.8 There remain some funds in the PLGFS which are currently unallocated. It is hoped in the Final Settlement (expected very soon) that the Council will see a small increase over the notifications as currently set out in the PLGFS.

4.9 The Government issued specific consultation questions in relation to the Settlement with a deadline for responses of 13 January 2022. The Council submitted a response before the notified deadline.

5 Three Year Spending Review

- 5.1 The three-year Spending Review and Annual Budget was delivered on 27 October 2021 by the Chancellor of the Exchequer, the Rt Hon Rishi Sunak MP. The Spending Review (SR21) covered the period 2022/23 to 2024/25.
- 5.2 A range of the investments outlined in the SR21 documentation are badged as part of the “Levelling Up” Agenda. It was the intention of the Government as of 27 October 2021 to publish a Levelling Up White Paper by the end of the calendar year 2021. This was delayed until 2 February 2022 and gives no certainty on future long term funding. Alongside SR21, the allocation of £1.7bn of the first round of Levelling Up funding subject to Local Authorities submitting a bid was announced. Due to the timing of the first bidding round, Oldham did not submit a bid.
- 5.3 A key principle underpinning SR21 was the Government’s fiscal rule which is guided by the mandate set out below:
- To have public sector net debt (excluding the Bank of England) as a percentage of GDP falling by the third year of the rolling forecast period.
- This is supplemented by a target to:
- Balance the current budget by the third year of the rolling forecast period;
 - Ensure that public sector net investment does not exceed 3% of GDP on average over the rolling forecast period; and
 - Ensure that expenditure on welfare is contained within a predetermined cap and margin set by the Treasury.
- 5.4 SR21 highlighted, pre the Omicron variant of COVID-19, that the economic recovery was underway and confirmed that total departmental spending was projected to grow in real terms at 3.8% a year, on average, over the life of the Parliament.
- 5.5 The key messages from SR 21 are set out in the following paragraphs and these influence assumptions in the MTFS. However, given the general lack of detail, in particular with regard to individual Authority allocations, the timing of the grants, the ringfenced nature of most of the grants (which dictates how and when they can be used), in most instances no assessment has been made of the impact of the potential additional funding/policy initiatives.

Coronavirus Support

- £9.6 bn funding over the SR21 period for COVID-19 related health spending so that the NHS can continue to respond to and mitigate the risks of the virus. This is in addition to the £8bn already announced for a major catch up programme that will help the NHS to provide elective care that was delayed by the pandemic. This will be supported by £5.9bn capital investment for the NHS to tackle the backlog of non-emergency procedures and modernise digital technology.
- A new package of £1.8bn over the SR21 period that is directly targeting education recovery. This includes a £1bn Recovery Premium for the next two academic years for schools.
- £324m in 2024/25 for additional learning hours for 16–19-year-olds.
- £500m over the next three years for the Criminal Justice Systems recovery from COVID-19, including reducing court backlogs and increasing the number of cases dealt with by the courts.

However, there was no specific additional funding for COVID-19 recovery for Local Government.

Health and Social Care

- £13bn per year for spending on health and social care across the UK. This will be funded via the new Health and Social Care Levy payable by employers and employees. Of this resource:
 - £3.6bn will be passed to Local Government over the SR21 period to implement the cap on personal care costs and changes to the means test. It is also expected that this funding will assist Local Authorities to better sustain their local care markets by moving towards a fairer cost of care. This is likely to be implemented from 2023/24.
 - £1.7bn will be allocated over three years to improve the wider care system including the quality and integration of care. At least £500m of this funding will be allocated to improve qualifications, skills, and wellbeing across the adult social care workforce.

There was also to be additional funding through the Local Government Finance Settlement (amount not specified) to assist Local Authorities to meet core pressures in adult social care.

Education

- £4.7bn by 2024/25 for the core schools' budget in England over and above the Spending Review 2019 settlement in 2022/23. Appendix 1 of the 2022/23 Revenue Budget report sets out the impact of this extra funding on the Oldham Dedicated Schools Grant.
- A commitment to increase teacher starting salaries to £30,000 per annum.
- Long term school rebuilding programme to rebuild 500 schools over the next decade.
- £2.6bn over the Spending Review period for new school places for children with Special Educational Needs and Disabilities (SEND).

Early Years

- £170m by 2024/25 to increase the hourly rate to be paid to early years providers to deliver the Government's free hours offers.
- £18m in 2024/25 to create a network of family hubs to improve access to services for families, and £20m in 2024/25 for parenting support.
- £150m over the SR21 period was reaffirmed for training of early years staff to support children's learning and development.

Children's Social Care

- Over £200m a year for the continuation of the holiday activities and food programme, providing enriching activities and healthy meals for disadvantaged children during school holidays.
- £104m by 2024/25 for reforms to unregulated Children's Social Care.
- £7m by 2024/25 to improve access to services and support for adopted children and their families.
- £259m over the Spending Review period to maintain capacity in secure and open residential children's homes.

Housing

- A further £1.8bn to meet the Government's commitment to £10bn investment in housing.
- Reconfirmation of £11.5bn through the Affordable Homes Programme (2021/26), where £7.5bn is over the Spending Review period.
- £5bn for the remediation of unsafe cladding on the highest risk buildings.
- £639m by 2024/25 to end Rough Sleeping.

Local Government Specifically

- An estimated average increase in spending power of 3%.
- English Councils will receive £1.6bn in total of grant funding in 2022/23 to 2024/25 as additional funding on top of that to implement social care reform. This includes an additional £200m for the Supporting Families Programme.
- The Public Health Grant will be maintained in real terms over the Spending Review period.
- Continuing the £100m investment per year to help people achieve and maintain a healthy weight.
- £37.8m of additional funding over the SR21 period to invest in Local Authority cyber resilience.
- £34.5m over the period to improve local delivery and transparency. This funding will develop the Audit Reporting and Governance Authority.
- £65m investment to improve the planning regime through a new digital system.
- Funding for free food waste collections in every English Local Authority from 2025.
- The continuation of the Safer Streets Fund
- An additional £66m by 2024/25 for the Start Life offer for families.
- £500m investment over SR21 to fund a network of family hubs. It will also expand the Supporting Families programme.

Taxation and Wages

- The National Living Wage is to be increased as follows from April 2022. This is clearly important in the context of the cost of the supply of goods and services, particularly Adult Social Care.

Age	April 2021 £	April 2022 £	Increase %
23 years and over	8.91	9.50	6.6
21 to 22 years old	8.36	9.18	9.8
18 to 20 years old	6.56	6.83	4.1
16 to 17 years old	4.62	4.81	4.1
Apprentices	4.30	4.81	11.9

- Public sector workers pay will increase over the period of SR21.

Transport

- An investment package of £5.7bn for eight city regions. This includes £1bn to Greater Manchester for schemes such as the next generation tram-train vehicles.
- Investment in cycling, for hundreds of miles of high-quality cycle lanes across England, provide bike training for every child, and a new e-bike support programme.
- Over £3bn of bus investment across the Parliament, including a new dedicated commitment of £1.2bn for bus transformation deals in England, to deliver London-style services, fares, and infrastructure improvements.
- £355m new funding for zero emission buses.
- £24bn invested between 2020/21 and 2024/25 (a longer period than SR21) in strategic roads.
- Over £8bn to fix potholes, resurface roads, repair bridges and 50 local road updates.

UK Shared Prosperity Fund (UKSPF)

- The UKSPF is worth over £2.6bn over the next three years. It is the successor to the EU Structural Fund programme and is to be targeted at local needs across the UK. This fund will increase to £1.5bn by 2024/25. A further announcement will be made on the UKSPF as this is a key strand of the Levelling Up agenda as set out in the recent White Paper.

Skills

- £68m by 2024/25 to level up the adult skills system.
- Confirming £1.5bn capital investment for Further Education College improvements.
- Launching the £560m Multiply programme as part of the UKSPF.
- Confirming funding to open 20 Institutes of Technology throughout England.
- Increasing apprenticeships funding to £2.7bn by 2024/25 and funding 95% of the apprenticeship training costs for smaller employers who do not pay the Apprenticeship Levy.

Green Agenda

There were several commitments to taking forward the green/ net zero agenda. In SR21 whilst there were high level pledges for investment there was no specific detail. Since the SR21 publication there have been several grants offered via a bidding scheme mainly capital in nature. Going forward it is likely that funding will be subject to the Council having to submit competitive bids.

Council Tax

The referendum threshold for increases in Council Tax for general purposes was to remain at 2% per annum.

5.6 A separate report was published alongside SR21 entitled Business Rates Review: Final Report. Its findings were interwoven within the SR21 document. Key issues are:

- The Business Rates multiplier is frozen in 2022/23 keeping the multipliers at 49.9p for small businesses and 51.2p for all other ratepayers.
- A new one-year Retail, Hospitality and Leisure Business Rates Relief for 2022/23. Eligible properties will receive 50% relief up to a cap of £110,000 per business.
- The existing Small Business Rate Relief system will be unchanged.
- More frequent revaluations - every three years from 2023 (previously every 5 years).
- From 2023 a new Business Rates Relief will support investment in property improvements with no business incurring higher Business Rates costs for 12 months after making qualifying improvements to their property. This will be reviewed in 2028.
- From 1 April 2023 until March 2035 there will be targeted Business Rate exemptions for eligible plant and machinery used in onsite renewable energy generation and storage and a 100% relief for eligible heat networks to support the decarbonisation of non-domestic buildings.
- In the event of a business rates revaluation for a specific business, the expansion of transitional relief for small and medium sized businesses.

5.7 The Provisional Settlement detailed in Section 4 of this report was the first of the three financial years detailed in SR21 and as can be seen, many of the issues outlined have translated into additional resources for the Council. It is hoped that going forward in 2023/24 and 2024/25 there will be further levelling up by the Government. As this cannot be guaranteed, the assumptions in the MTFS from 2023/24 to 2024/25 are that Government funding will largely remain at the level notified in the PLGFS for 2022/23.

6 Policy and Service Developments

- 6.1 An important influence on the MTFS is the Council's key policies and service developments. These are outlined in this section of the report.

Creating a Better Place

- 6.2 This strategy sets out a comprehensive vision and strategic framework for the borough, which includes the Oldham Town Centre Vision, the Housing Strategy, and utilisation of the Council's corporate estate (land and property) to support development and open space requirements across the borough. The original strategy was approved by Cabinet across two reports in December 2019 and January 2020. However, the Council subsequently revised its plans, firstly due to responding to the pandemic and secondly as the national policy landscape changed when HM Treasury set out proposals for revising Public Works Loan Board (PWLB) lending terms to discourage Local Authority commercial investment solely for income generation purposes.
- 6.3 The programme was reviewed to ensure that priorities were correct and that the projects supported economic recovery (post-COVID-19). Cabinet approved a revised vision for Creating a Better Place on 24 August 2020. The revised strategy still included creating 2,400 (previously 2,000) new homes, 1,000 new jobs and 100+ new apprenticeships.
- 6.4 Key themes within the Creating a Better Place Strategy include:
- School's provision – A range of new build and school expansion schemes to ensure there are sufficient school places for the borough's children.
 - New Homes – Developing the ambitions set out in the Housing Strategy.
 - Town Centre Regeneration – Further development in the town centre following the acquisition of the Spindles and Town Square Shopping Centres, releasing other town centre sites for repurposing including the provision of housing and additional green space.
 - Borough-Wide Regeneration – Investment in a range of housing and employment schemes across the borough.
- 6.5 The Creating a Better Place programme incorporates £256.738m of schemes with £237.364m of schemes over the period 2022/23 to 2026/27. The revised programme is already forecast to achieve cumulative revenue savings of £8.216m per annum from 2025/26 as reflected in budget reduction proposals.

#TeamOldham Workforce Strategy

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

Education Provision Strategy

- 6.7 On 21 October 2019, Cabinet approved an Education Provision Strategy which seeks to ensure there are enough school places available to local children and young people. No other local or national body shares this statutory duty to secure sufficient primary and secondary schools, although to provide this the Council collaborates with schools and other

partners to deliver the places needed. When seeking to manage the demand and supply of school places, Oldham Council considers the diverse range of provision and educational organisation arrangements and works with Academy Trusts and the Department of Education to establish provision that meets the needs of Oldham's young people and can contribute effectively to improving education outcomes in the borough. There is a great deal of activity taking place across the borough to both enhance current provision and provide new places for young people with good and outstanding providers.

Oldham Learning

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

Early Years Strategy

- 6.9 On 7 December 2020, Oldham's new three-year partnership Early Years Strategy for babies and young children was launched. The strategy sets out a commitment to ensuring every child gets the Right Start in life. The strategy is based around the vision for babies and young children which is for them to be: safe and supported; as healthy and happy as they can; have opportunities and achieve their potential; have a voice and be part of a community; feel proud and be ready for life.

Green New Deal Strategy

- 6.10 The Oldham Green New Deal Strategy was adopted by the Council in March 2020. The strategy set two carbon neutrality targets – for Council Buildings and Street Lighting by 2025 and for the borough by 2030. The delivery programme for the strategy focuses on investment in the green economy in Oldham, including physical assets such as solar power and low carbon heat infrastructure; innovative approaches to energy generation and consumption for the Council and strategic partners through the creation of a Local Energy Market; building the Green Technology and Services business sector in the borough to 'green' the wider economy; and the Northern Roots project now supported by Towns Fund Grant which will create a tourist and business attraction of national significance in the shape of a 165-acre eco-park at Snipe Clough, adjacent to Alexandra Park.
- 6.11 Achieving these targets will necessitate the alignment of the Council's Capital Programme with the decarbonisation agenda. This will mean addressing new building projects and routine maintenance through the lens of whole-life business cases considering the future costs and carbon implications of energy use. Policy and regulatory revisions at national level will change the cost balance between mains gas and electricity, making the former expensive in relative terms, to reflect the higher carbon content of gas as a fuel. This means that future switching to electrical heating will become business as usual with current revenue budgets augmenting capital resources to facilitate this change. The Council has recently submitted competitive bids to a range of grant funders for low carbon projects, including Public Sector Decarbonisation Fund (for renewable electricity and heat projects on Council assets). The outcome of these bids is currently unknown.

-
- 6.12 The social value of Capital projects will be captured for Oldham's Green Technology and Service Sector via a Social Value Portal which contains a range of Themes, Outcomes and Measures (TOMs) supporting the creation of local jobs and training opportunities as well as Green New Deal outcomes such as carbon emissions reduction and improvement of greenspace in the borough.
- 6.13 Future initiatives will include exploring the potential for a strategic partnership with a private sector infrastructure provider to bring inward investment to the borough for low carbon schemes; community-level programmes to support residents to gain knowledge and training in the low carbon sector so that they can take advantage of any jobs created from inward investment; and innovative ways for the Council to support deployment of local renewable energy generation.

ICT Strategy

- 6.14 The Council's ICT strategy is linked into digital transformation to deliver improvements and savings. It focuses on six key investment themes linked to the Council's transformation agenda. These are:
- Digital and Technology Foundations – implementing technology to safely and securely move the Council's legacy systems to the MsAzure environment.
 - Line of Business Systems – the upgrade and re-platforming of key business systems.
 - Business Support, HR/OD Foundations – automating workforce management systems.
 - Workforce Collaboration and Productivity – allowing staff on-line access from the most suitable place and upgrading systems to improve productivity.
 - Customer Experience – improving digital service provision for customers.
 - Business Insight Performance, Strategy and Policy Foundations – improving access to and usage of data to improve service delivery.

Information Management

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

The Unity Partnership Ltd.

- 6.16 Currently, a number of Council services, including Revenues and Benefits, Payroll and ICT are provided by the Unity Partnership Ltd, one of the Councils wholly owned companies. During 2021, a review of the operation of Unity was undertaken to determine the viability of the company, confirm whether it was fit for purpose in terms of service delivery and value for money for Oldham residents and that the ambitions of the company aligned to those of the Administration. On 24 January 2022, Cabinet considered a report which set out the findings of the review and agreed recommendation to transfer back to the Council all services provided by Unity but to retain the company for a minimum period of 12 months to enable the Council to consider its delivery vehicle for Traded Services. The aim of this development is to generate efficiencies and improve effectiveness across Council services. It will enable greater transformational change and support the budget reduction process.

7 Financial Operating Context

- 7.1 The Financial Operating Context is important when considering the financial planning arrangements of the Council and the rules and regulations that must be observed.

Constitution and Rules of Procedure

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

Budget and Policy Framework Procedure Rules

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

Financial Procedure Rules

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

Capital Strategy

- 7.5 The Capital Strategy (elsewhere on the agenda) is prepared in accordance with the latest Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential and Treasury Management Codes of Practice. The strategy provides a framework within which the Council's capital investment plans will be delivered. These plans are driven by the Council's Corporate Plan and the 'Creating a Better Place' Strategy. The Capital Strategy has been prepared to take account of the ambition for the borough including major regeneration developments within the Town Centre and borough-wide, to ensure that new school buildings and extensions are delivered as well as ensuring that the highways network and the corporate estate are adequately maintained.
- 7.6 The proposed Capital Strategy and Programme for 2022/23 to 2026/27 also takes the essential elements of previous years' strategies and programmes and moves them forward in the context of the financial and political environment for the forthcoming financial year. Capital spending is a key determinant of future revenue commitments, so the capital programme and revenue budget are interlinked and have been developed simultaneously.

Treasury Management Strategy

- 7.7 As with the Capital Strategy, the Treasury Management Strategy (elsewhere on the agenda) is prepared in accordance with the latest CIPFA Prudential and Treasury Management Codes of Practice. The strategy sets out the Council's approach to managing investments, cash flows, money market and capital market transactions. The strategy

provides a framework for the effective control of risks associated with these activities, and the pursuit of optimum performance consistent with those risks.

- 7.8 The Treasury Management Strategy for 2022/23 reflects the Council's capital expenditure plans as set out in the Capital Strategy. Also highlighted is the position in relation to prudential indicators arising from the Council's capital expenditure plans. As well as borrowing and investment strategies, the Treasury Management Strategy also covers the current treasury position, economic outlook, and interest rate forecasts, risk, and creditworthiness. Finally, the strategy also includes the Council's policy on borrowing in advance of need and the Minimum Revenue Provision (MRP) Policy Statement.
- 7.9 In accordance with the latest Prudential and Treasury Management Codes, the Capital and Treasury Management Strategies clarify the Council's approach to both treasury and non-treasury investments.

Income Strategy 2020/21 to 2024/25

- 7.10 On 16 December 2019 Cabinet approved an updated Income Strategy for the Council. The strategy details the approach that the Council will take regarding income generation and covers all material sources of revenue that finance day to day service provision including:
- Government Grants;
 - Council Tax;
 - Business Rates; and
 - Fees, Charges and Other Contributions.
- 7.11 The strategy also considers:
- Investment Opportunities;
 - Opportunities relating to traded services and other chargeable activities; and
 - The process for setting charges and collection efficiency.
- 7.12 The approval of this policy formalised the approach to income activities and has been a key element in framing the budget setting process for 2022/23 and future financial years.

Collection Fund

- 7.13 The Collection Fund is a ringfenced account in which Council Tax and Business Rates income is managed. The account can be in surplus or deficit depending on assumptions that have been made about the level of Council Tax and Business Rates that have be drawn from the account in the form of a precept. If the Collection Fund is in a surplus position, the surplus can be used to support the revenue budget. However, deficits must be carefully managed and if necessary, charged to the revenue budget, thus impacting on the resources available to support Council business. The impact of the Collection Fund, Council Tax and Business Rates income for 2022/23 is highlighted in the Revenue Budget Report.

Housing Revenue Account

- 7.14 The Housing Revenue Account is a ringfenced account. A report (elsewhere on the agenda) sets out the Housing Revenue Account Estimates for 2022/23 to 2026/27 and Proposed Outturn for 2021/22. The report also sets out the recommended dwelling and non-dwelling rents and service charge increases to be applied from April 2022. The report is a key element of the Council's overall Medium-Term Financial Strategy.

Local Taxation and Benefits Discretionary Policies

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

Reserves Policy

- 7.16 The Council takes a strategic approach to the creation and maintenance of reserves via its Reserves Policy. The policy is updated annually and presented to Audit Committee for consideration alongside the statement of accounts for the previous year. The report to Audit Committee also serves to improve transparency and is especially relevant given heightened interest by the National Audit Office, CIPFA and the wider media in Local Authority Financial Resilience. The subject of financial resilience is covered in more detail in Section 8 of this report and an updated forecast of the Council reserves position is presented at paragraph 11.44.

Counter Fraud and Corruption

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

Risk Management Strategy and Framework

- 7.18 The Council maintains a risk management strategy and framework to manage and mitigate the impact of corporate and service risks associated with Local Authority activity and service provision. The latest risk management strategy and framework was approved by Cabinet on 16 December 2019 and refreshed under delegation during the summer 2021. As is the case for counter fraud and corruption policies, the budget estimates included within this report rely on effective processes for mitigating the risk of financial loss arising from adverse events.
- 7.19 All budget proposal documentation contains a section on key risks and mitigations.

Other Policies and Strategies

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

8 Local Government Finance Developments and Financial Resilience

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

Possible Future Reform to Local Government Finance

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

- 8.2 The Review of Relative Needs and Resources of the Local Government finance system has been under consideration for several years. The purpose of the review is to examine and update the system for allocating resources among Local Authorities; taking account of relative need and the ability to generate resources locally through taxation. The original timetable set for the review indicated that a new system would be in place for 1 April 2020. It was then deferred until April 2021 and subsequently deferred again. Surprisingly, there was no mention of this review in SR21, but it is assumed that this will be incorporated within the Levelling Up programme. It will be difficult to deliver Levelling Up without reviewing the current resource allocation methodology for local government.

New Homes Bonus

- 8.3 One unanticipated outcome of the Local Government Finance Settlement for 2022/23 was the continuation of the New Homes Bonus element of support for a further financial year. It is possible that for the financial year 2023/24, this financial support maybe discontinued, or the present legacy payments will discontinue and that in future, New Homes Bonus funding will be included in the Levelling Up programme.

2022/23 Services Grant

- 8.4 This is a one-year grant from the Local Government Finance Settlement for 2022/23 and the method of distribution has been designed to begin the process of reform of the Local Government Finance System. It is hoped the Government will continue the process of Levelling Up (although this is not guaranteed) which should assist the longer-term financial resilience of areas such as Oldham. It is likely that the Services Grant will be renamed and included within the Levelling Up programme and the distribution revised for 2023/24. However, given the lack of information, no change to the allocation of resources has been anticipated.

Business Rates Reform and Revaluation

- 8.5 The Business Rates system is likely to change significantly in the medium term. The Government, after undertaking a review of Business Rates tax itself which included views from Councils administering the system, is proposing some changes. This includes implementing a Business Rates revaluation every three years rather than every five. The planned revaluation implemented from 1 April 2023 (based on April 2021 values) will affect the amount of Business Rates paid by the occupiers of commercial premises and therefore the amount collectable by the Council. It could result in Business Rates gains and losses being redistributed across all Local Authorities.
- 8.6 The Secretary of State has announced that previous plans to move to 75% Business Rates retention nationally (currently 50%) will not now go ahead. One area of continued uncertainty (initially confirmed in SR21) is whether the Greater Manchester 100% Business Rates retention pilot scheme continues after the financial year 2022/23 for another two financial years.

-
- 8.7 A change to the Business Rates system could have major implications for Council funding and the MTFS. The position will be kept under close review as further detail emerges, however, no major adjustments to funding have been assumed, albeit that the balance of resources received from Business Rates and Government Grant will be revised.

Levelling Up the United Kingdom

- 8.8 The Levelling Up the United Kingdom White Paper was produced on 2 February 2022. The aim is to end geographical inequality which is a current feature of the UK. It aims to improve economic dynamism and innovation to drive growth across the whole country. Areas such as Oldham that have been disproportionately impacted by the decline in traditional industries should benefit from the potential support so it can share equally in the future success of the country.
- 8.9 The White Paper outlined a significant number of initiatives including confirmation of resources for programmes such as the Towns Fund and the UK Prosperity Fund. It also advised that Oldham would be one of fifty-five Education Investment Areas which will receive additional resources to improve educational attainment. Further detailed Levelling Up information will be received over the coming months which will advise of the financial implications for Oldham.

Standards of Financial Administration

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

- 8.10 On 15 March 2019, CIPFA published a consultation on its proposed Financial Management Code that would support its Financial Resilience Index. This consultation concluded on 30 April 2019 with the formal Financial Management Code being published in October 2019. The objectives of this Code are “to support good practice in financial management and to assist Local Authorities in demonstrating their financial sustainability”.
- 8.11 The Code is based upon a series of principles which will be supported by specific standards of practice which CIPFA consider necessary for a strong foundation. The foundation being the ability to:
- Financially manage the short, medium, and long-term finances of a Local Authority;
 - Manage financial resilience to meet foreseen demands on services;
 - Financially manage unexpected shocks in their financial circumstances.
- 8.12 The Financial Management Code builds on the success of the CIPFA Prudential Code which requires Local Authorities to demonstrate the long-term financial sustainability of their capital expenditure. The Code is also consistent in that it is based upon principles rather than prescriptions and each Local Authority must demonstrate that they meet the requirements of this Code.
- 8.13 Pre COVID-19, it was expected that Local Authorities would apply the requirements of the Financial Management Code in full by 1 April 2020, however after further consideration, CIPFA recognised the need for Authorities to ensure that their governance and management styles fit the requirements of the Code (deferred in part due to the pandemic) and as such concluded that a shadow year would be in place for 2020/21 with Local Authorities being expected to be fully compliant from 2021/22.
- 8.14 The detailed guidance notes were issued in the financial year 2020/21 and the Finance Service has undertaken work throughout 2021/22 to ensure its compliance with this Code. This was reported by the Director of Finance to the Audit Committee on 17 January 2022

with the summary that the Council has complied with the Code in the financial year 2021/22. Several improvements were recommended, and these will be implemented in the last quarter of the financial year 2021/22 and throughout 2022/23.

Resilience of Local Government

8.15 In total it is understood that up to 30 Authorities are in discussions with the Department of Levelling Up, Communities and Housing about their future financial sustainability. There have been two Section 114 Notices issued over the past year (Croydon and Slough) and both Authorities are dependent upon the Government agreeing ongoing financial support via capitalisation directions over a few financial years. The amount needed to support Slough has been reported as £270m.

8.16 Also, at the end of the financial year 2020/21 the Authorities detailed below required support either in the form of a capitalisation direction or a grant:

- Wirral
- Nottingham
- Copeland
- London Borough of Bexley
- Redcar and Cleveland
- Peterborough
- Luton
- Eastbourne

Nottingham City Council has also issued a Section 114 notice in the financial year 2021/22. This is not linked into their financial resilience but relates to inappropriate accounting between the Housing Revenue Account and the General Fund.

8.17 Whilst these are the ten Authorities named in the public domain 20 to 30 further authorities (not identified in the public domain) appear to be in discussions about financial sustainability indicating a sector under significant financial pressure. Interestingly, three Authorities who previously anticipated support in the financial year 2021/22 (London Borough of Bexley, Wirral, and Peterborough) are indicating their financial resilience has recently significantly improved so they are likely to require less Government support via a future capitalisation direction or grant.

Financial Resilience of Oldham Council

8.18 To comply with Section 25 of the Local Government Act 2003; the Authority's Chief Financial Officer (the Director of Finance) is required to report on the robustness of the estimates made for the purposes of the budget calculations and the adequacy of the proposed reserves. This information enables a longer-term view of the overall financial resilience of the Council to be taken. It also reports on the consideration by the Director of Finance of the affordability and prudence of capital investment proposals. The level of general balances to support the budget and an appropriate level of Earmarked Reserves maintained by the Council in accordance with the agreed Council Policy on Earmarked Reserves, are an integral part of its continued financial resilience supporting the fiscal stability of the Council.

8.19 There have been several reports issued about the financial resilience of Local Authorities alongside the publication by the Chartered Institute of Public Finance & Accountancy (CIPFA) of a Local Authority Financial Resilience Index (most recently issued on 28 January 2022 which showed no major areas of concern for the Council) and the implementation of a Financial Management Code.

-
- 8.20 In this regard it is important to note that the Council received the Auditors Annual Report on the financial year 2020/21 from the External Auditor on 17 December 2021. This included commentary on the audit of the financial statements as well an opinion on the Council's VFM arrangements. New requirements were introduced for the 2020/21 accounts which requires the demonstration of:
- Financial Sustainability - How the Council plans and manages its resources to ensure it can continue to deliver its services.
 - Governance - How the Council ensures that it makes informed decisions and properly manages its risks.
 - Improving economy, efficiency, and effectiveness - How the Council uses information about its costs and performance to improve the way it manages and delivers its services.
- 8.21 In relation to each of the three areas examined for the VFM opinion (outlined above), the comments were positive. The findings were that no risk of significant weaknesses in arrangements had been identified and that there were no actual weaknesses in arrangements identified. This can provide some assurance about the financial resilience of the Council.
- 8.22 Financial resilience does depend in part on the Council maintaining an adequate level of reserves and balances. The reserves position is set out in paragraph 11.44 whilst the overall position regarding reserves and balances is presented in a report elsewhere on the Agenda on Reserves, Robustness of Estimates, Affordability and Prudence of Capital Investments.

9 City Region Context

- 9.1 Despite the pandemic, Greater Manchester continues to take forward an ambitious devolution agenda across a range of services and policy areas including health and social care integration, transport, strategic planning, housing, work and skills, climate change and the justice system. The ambition of the region is reflected in the Greater Manchester Strategy Refresh (agreed by GMCA at its meeting on 17 December 2021) and a series of supporting strategies such as the Transport Strategy 2040.
- 9.2 However, because of the impacts of COVID-19, Greater Manchester Combined Authority (GMCA) like many public bodies has amended/ replaced many longer-term plans with one-year plans in 2021/22 linked into managing the response to COVID-19 (for GMCA this is the Living with COVID-19 Resilience Plan) and developing back better. Certain initiatives are underway in the preparing for the building back better phase of responding to COVID-19 such as Green Energy Initiatives (now set out as a priority in the Greater Manchester Strategy Refresh). The implementation of the plan therefore begins to determine how Greater Manchester is responding to the disproportionate impact COVID-19 has had on people's lives and businesses, how to recover and build resilience and the level and type of support vulnerable communities will still need going forward into 2022/23 and future years. As with other public bodies the recent variant of concern could impact on recent plans.
- 9.3 The Greater Manchester Strategy Refresh is now the key policy document that will shape the future of Greater Manchester. The Living with COVID-19 Resilience Plan also has a key role to play in driving system change and provides a bridge between the unique situation still being faced over the next 12 months, while implementing key elements of the refreshed Strategy.
- 9.4 The extent to which this agenda will be supported by Central Government both in policy and in funding terms is clearer after SR21, but significant uncertainties remain. The National Infrastructure Strategy published in late 2020 has outlined major investment and it is anticipated the Levelling Up White Paper with associated funds will prioritise bids to drive growth and regeneration in places in need, those facing challenges, and areas that have received less Government investment in recent years. Whilst this is capital investment, Oldham Council, the other Councils in GM and the GMCA will seek to maximise funding and work together on key projects. Nonetheless, the Council's own organisational plans and strategies are heavily influenced by the devolution agenda particularly within the realm of the service and policy areas.
- 9.5 The GMCA also faces challenges in its medium-term financial planning in the current environment, as it too is affected by the absence of any Central Government funding estimates with certainty beyond 2022/23. However, the GMCA and the 10 District Councils will continue to collaborate to ensure these challenges are handled consistently across the city-region. The GMCA is responsible for waste and transport levy charges which impact on the Council's budget and the impact of Mayoral budget spending decisions (regarding the Mayoral precepts) also impact on Council Tax charges for Oldham citizens. COVID-19 has impacted on public transport such as Metrolink overseen by Transport for Greater Manchester (an integral part of GMCA). Whilst Government support to key public transport infrastructure has been welcome in 2021/22 it is not guaranteed to continue beyond 2022/23. As such, one issue which could impact on the constituent Districts financially over the period of this MTFS is the risk that it will need to underpin the finances of Metrolink if passenger numbers in the longer term do not return to pre pandemic levels. At present the MTFS assumes no on-going impact arising from the pandemic with inflationary increases assumed for the Transport Levy.

-
- 9.6 Another GMCA matter which could impact on the Council could be the abolition of the 100% Business Rates piloting arrangement after 2022/23. This currently gives the flexibility for any reported gains to be split 50/ 50 between constituent Districts and the GMCA. Whilst SR21 initially gave the impression that the pilot would continue until 2024/25 it is understood that this matter is subject to review by the current Secretary of State. The Oldham MTFS assumes this will not continue after 2022/23 and for GMCA it will mean a funding source for certain expenditure will need to be identified. The MTFS currently assumes no additional funding for regional initiatives in 2023/24.
- 9.7 One important initiative currently being undertaken by GMCA is bus reform - the “Bus Back Better” initiative. At present from an Oldham perspective, it is anticipated that a one-off contribution (planned to be financed from Reserves) will be required in the financial year 2024/25. The risk that there will be an additional call for contributions to finance Bus Reform cannot be discounted.
- 9.8 The main impact on the Waste Levy to be paid over by the Council is the current operating contract which has provision for annual inflationary increases. At present inflation is at its highest rate for several years. Whilst GMCA have been able to maintain the Levy increase to affordable levels for the financial year 2022/23 there is a risk that if inflation continues into future years the increase to the Waste Levy becomes a significant financial pressure to the Council from the financial year 2023/24.

Health and Social Care Integration

- 9.9 The major reforms to the NHS and the drive for Health Integration including the abolition of Clinical Commissioning Groups and the creation of Integrated Care systems will have an important influence across GM but also in Oldham. Whilst the details of the new arrangements have yet to be finalised, it will provide opportunities to take forward health and social care integration and the delivery of efficiencies and system wide savings.

10 Budget Strategy and Medium Term Financial Planning for Future Years

- 10.1 The Council is facing considerable financial uncertainty. Whilst the Council was already planning to address an initial £31.900m budget reduction requirement for 2022/23 (now revised to £37.523m with plans in place to address), with significant savings also projected for the years 2023/24 to 2026/27, COVID-19 continues to present challenges, increasing demand pressures and heightened the financial pressures. Whilst extra funding has been confirmed for 2022/23 there remains uncertainty about the value of grants for the next two years of the three year spending review period. The financial impact of the changes to Adult Social Care as outlined in both the Building Back Better/ People at the Heart of Social Care White Papers are assumed to have a neutral impact (increased expenditure/reduced income offset by increased grant) with the implications becoming clearer as further detailed proposals are published and developed. The Council's priority is therefore to stabilise the financial position and ensure its financial resilience over the medium term.
- 10.2 In view of the indicative three-year funding notification provided in the Spending Review, the MTFS which previously covered a three year timeframe has been increased to five years, covering the period 2022/23 to 2026/27.
- 10.3 Estimates upon which the MTFS is based are prepared using the best information currently available but remain under continuous review. The local, regional, and national policy landscape continues to develop and change. In addition, existing financial challenges are subject to revision as new issues emerge. Each new issue or change has an impact, sometimes on a one-off basis, but more commonly, a multi-year effect. As soon as the 2022/23 revenue budget has been finalised, the cycle of reviewing the budget reduction requirement for 2023/24 and future years will begin again.
- 10.4 Having been subject to a decade of severe funding reductions in the years prior to COVID-19, increased demand pressures and inflationary pressures, the Council has successfully managed to balance its budget whilst simultaneously protecting service provision as far as possible. However, to achieve this, since 2017/18, there has been an increase in the use of one-off measures, including the use of reserves utilised to balance the budget.
- 10.5 As this section of the report highlights, there are still significant budget reduction targets for the MTFS period 2022/23 to 2026/27, albeit that the Revenue Budget Report clearly sets out how the 2022/23 budget will be balanced. As the next financial planning cycle progresses, a key task will be to ensure that the suggested level of saving remains deliverable and that there are sufficient robust budget reduction proposals being prepared to contribute to addressing the target.
- 10.6 A consequence of responding to the COVID-19 pandemic has been the inability of the Council to take forward its planned programme of transformational change in line with plan. This was a key strand of the MTFS previously approved for the period 2021/22 to 2023/24. Nonetheless, work has taken place in developing a revised programme which will be the focus of this financial strategy. However, given the extent of the financial challenge, a balancing budget reserve of £33.498m (with an additional £1.432m for Bus Reform) has been created to support the phasing of the delivery of:
- Savings arising from the budget proposals put forward which have an impact in the years to 2025/26.
 - The next phases of the agenda for transformational change.
- 10.7 However, the budget reduction requirement for 2023/24 and 2024/25 in part reflects the use of reserves and flexible use of capital receipts that have been used to balance the 2022/23 revenue budget. Similarly, the target for 2023/24 is high due to the level of one-off reserves

planned to support the 2022/23 budget. It is important to note that the Balancing Budget reserve will have been used by 2024/25, unless there is an opportunity to top it up with additional funds, so it is essential that robust and deliverable budget proposals are developed, approved and implemented successfully.

Policy Landscape Surrounding the Development of Medium-Term Financial Plans

National Context

- 10.8 As has previously been advised, there are several key influences on budget setting for 2022/23 including the residual demand pressures of COVID-19. Now that vaccines have been rolled out, the impact on 2021/22 and future financial years can be better assessed (although uncertainty remains about future variants of concern). In both the financial years 2021/22 and 2022/23 it is assumed the expenditure pressure will reach its maximum level before the long term financial impact of COVID-19 begins to reduce over the next four years. The MTFS has been prepared on this basis.
- 10.9 The overarching challenge in preparing the MTFS is that due to COVID-19, the multi-year SR 21 provided high level funding intentions for three years, but the Provisional Settlement only provided detail for one year. Whilst there was additional funding for the wider Local Government community, this must cover all costs including the residual costs of COVID-19.
- 10.10 It is envisaged that Government funding will be subject to reform (often referred to as Levelling Up as set out in the recent White Paper) during the financial year 2022/23. This will be reflected in the Local Government Finance Settlements of 2023/24 and 2024/25. To be prudent the future projections for this iteration of the MTFS assumes Oldham receives no increase in direct Government funding until there is further clarity.
- 10.11 The potential uncertainty in general Government grant resulting from the issues outlined above, whatever the level of resources made available on a national basis, adds to the challenge of developing and providing medium-term financial forecasts. Therefore, whilst this section of the report presents forecast budget reduction requirements for the period 2023/24 to 2026/27. Members must consider these forecasts as indicative only and could be subject to significant change as more detail on each area emerges.

Oldham Context

- 10.12 The Council's programme of transformational change which, whilst interrupted during 2020 and early 2021 due to the pandemic, has been refreshed during 2021 although it is largely still focused on the themes approved in the 2021/22 to 2023/24 MTFS.
- 10.13 The programme of transformation is supported by a range of existing medium-term strategies which are designed to make a positive contribution to the Council's financial standing as well as supporting the ambitions for the Borough including those in the COVID-19 Recovery Strategy.
- 10.14 Specific themes underpinning the transformation change programme together with indicative savings estimates within the MTFS are presented in section 11 of the report.

Risks and Uncertainties

- 10.15 There are a vast range of risks and uncertainties influencing the MTFS. Much relies on the COVID-19 pandemic having less impact from the financial year 2022/23 and the Council being able to reduce the resources dedicated to dealing with the COVID-19 legacy. This is a key assumption in the MTFS, but should COVID-19 legacy costs not reduce as anticipated, this would adjust the assumptions in the MTFS projections.
- 10.16 There are other organisations such as the GMCA impacted by COVID-19. No specific assumptions as to additional costs being passed to Oldham and the other District Councils in GM has been assumed. This would also vary projections if there were such pressures.
- 10.17 A potential risk is the inability to deliver the transformational change to the timeline and values required. The delivery of transformation is a key assumption in the financial strategy. The position will require constant review, however, the programme management arrangements that have been established will provide an early warning if challenges are encountered.
- 10.18 Whilst the medium-term financial estimates reflect a series of assumptions relating to inflation levels, pay awards, interest rates, service demand, levy increases, Government funding, locally generated funding and the profile of capital programme investment, there is scope for significant variation due to the challenge of preparing forecasts for all these variables in what remains a turbulent and uncertain global political and economic environment. At present inflation is at a high level compared to the national target although it is expected to return to more historic levels.
- 10.19 At the local level, the medium-term financial estimates also assume that beyond 2022/23 (where a limited increase in the Council Tax Base has been assumed) there will be a return to a normal yearly growth in the Council Tax Base and the scarring caused to the Collection Fund from the pandemic will be resolved by the end of the financial year 2023/24. This is expected to result from an upturn in the economy as employment opportunities increase, fewer people are eligible for Council Tax Reduction and as more new homes are constructed and come on stream. This is supported by the continued roll out of COVID-19 vaccines in the booster programme into at least 2023/24. It is also assumed that there will be no material deterioration in collection rates for local tax revenues. These assumptions rely on the successful delivery of the Council's housing strategy as well as being able to maintain or improve collection rates for Council Tax and Business Rates.
- 10.20 Business Rates continue to present specific forecasting challenges due to general volatility surrounding Business Rates income, the impact of COVID-19 on certainty for business investment, the ability of certain sectors to bounce back from the pandemic, the impact of appeals and especially the changes in Government policy around Business Rates reliefs. This is compounded by the planned revaluation effective from April 2023 and the expected move to a 50% Business Rates Retention scheme.
- 10.21 The medium-term financial position of the Council will also be affected by future decisions regarding Council Tax increases and increases in fees and charges for Council services.
- 10.22 In view of the significant risks and uncertainties surrounding the medium-term indicative financial estimates, the assumptions and calculations underpinning these forecasts will be regularly reviewed and updated.

- 10.23 Summarised in Table 1 is the forecast budget reduction requirement for the period 2022/23 to 2026/27. It includes 2022/23 to show the five year perspective. The starting point in the assumptions was a prior year net budget of £249.443m for 2023/24, £253.110m for 2024/25, £261.547m for 2025/26 and £264.780m for 2026/27. This has then been adjusted for the expenditure and funding assumptions detailed below to determine the net budget requirement with the high-level estimates presented at **Appendix 2**. This assumes all 2022/23 budget reduction proposals presented in the 2022/23 Budget Report are approved and implemented in full. The key assumptions for 2023/24 to 2026/27 are presented as follows:

Expenditure Assumptions

Reversal of the Use of One Off Measures for 2022/23 and future years

The 2022/23 budget includes the use of £2.500m of Capital Receipts to offset the revenue costs of transformational projects that deliver future ongoing revenue savings for either the Council or other public sector delivery partners. As this is a one-off initiative, an amount of £2.500m must be added to the financial pressures for 2023/24. In addition, adjustments must also be made for the 2022/23 one-off use of reserves for on-going services of £11.401m and a transfer to reserves of £1.710m. The 2023/24 budget assumes the one-off use of reserves of £6.000m and 2024/25 budget the use of £3.932m (£2.500m of which is supporting recurrent expenditure). As one-off measures these amounts must be added to the pressures of the following financial year.

Procurement Framework

The approved Procurement Framework only extends to 31 March 2026, so no income has been assumed beyond that date and as such this increases the budget of the Council for 2026/27 by £0.506m.

Investment Fund

The Investment Fund presents the revenue cost of financing the Capital programme where the Council has had to undertake additional prudential borrowing to support capital expenditure. The 2023/24 to 2026/27 budget assumes an increase of £5.250m in 2023/24, £4.300m in 2024/25, £2.500m in both 2025/26 and 2026/27. The capital programme is detailed in the capital strategy report included elsewhere on this Agenda.

Pay, Contractual and Energy Inflation

The MTFS assumes a pay increase of 2.0% for staff in each of the financial years 2023/24 to 2026/27. The MTFS assumes contractual and service inflation but reducing in each of the financial years 2023/24 to 2026/27 compared to 2022/23, plus additional energy price inflationary pressures. Overall, these increases are estimated to be £5.280m in 2023/24, £5.160m in 2024/25, £4.465m in 2025/26 and £4.345m in 2026/27.

Cessation of Pension Prepayment Flexibility

For the period 2020/21 to 2022/23, the Council has made an up-front payment of its employer's pension contributions to the Greater Manchester Pension Fund to generate a revenue budget reduction. It is assumed that from 2023/24 it is not offered as an option to contributing Authorities, adding £0.900m to the financial pressures for 2023/24.

School Related Pressures

An additional budget pressure of £0.296m has been included in 2023/24 for an adjustment of historic costs which can no longer be funded by the Dedicated Schools Grant but nonetheless continue to be incurred. Due to a continuous increase in the number of children with special needs requiring transportation to school, a budgetary provision of £0.250m has been included in the projections for the four financial years 2023/24 to 2026/27.

Children's Social Care – additional service pressures

Initial forecasts indicate that the demand pressures on Children's Social Care will continue into the financial years 2023/24 and 2024/25 until the efficiencies from the managing of demand transformation programme (as set out at Section 11) reduce this so that no provision for increased expenditure is required from 2025/26. Additional budgetary provision of £1.000m is therefore included for the financial years 2023/24 and 2024/25 only.

Adult Social Care Pressures Including Costs of Reform

A key element of the Adult Social Care Transformation Programme is to better manage future demand therefore reducing financial pressures. It is anticipated this will begin to reduce the future financial pressures on the Service from 2024/25, although there will still continue to be some demographic pressures and the impact of contractual inflation to support wage increases.

The two recent White Papers produced on Adult Social Care "Building Back Better" and "People at the Heart of Social Care" indicate significant reforms to Adult Social Care. There are two elements to these reforms covering increased costs and reduced income with £1.7bn planned to be made available nationally to Local Authorities between the financial years 2022/23 to 2024/25 to fund the increased expenditure. The grant funding for 2022/23 has been confirmed as £0.758m and it is estimated that in 2023/24 this will be increased and combined with compensation for two significant elements of the reform to Adult Social Care in that from 1 October 2023 there is:

- a) the introduction of a cap on individual contributions paid by users of services
- b) a change to the savings threshold at which individuals must make a contribution to homecare support.

In total, Adult Social Care expenditure is expected to increase in 2023/24 by £7.651m, with a further £3.410m in 2024/25. However, the full impact of the reforms will require more detailed analysis and these estimates are likely to change as more detail emerges. The MTFS assumes costs will increase by £1.164m in 2025/26 and £1.190m in 2026/27.

Living Wage Foundation National Living Wage

Members have agreed in the 2022/23 budget, that in line with the Co-operative ethos, with effect from 1 October 2022, the Council will provide resource to enable those organisations providing services to the Council to implement the Living Wage Foundation National Living Wage. The MTFS assumes that this will increase costs by an additional £1.000m in 2023/24.

Increased expenditure funded by the passporting of Public Health Grant

With the expected demise of the Greater Manchester Business Rates Pilot it is assumed the Council will receive its Public Health Grant directly from the financial year 2023/24. It is assumed this grant will increase by inflation for each of the financial years 2023/24 to 2026/27. The agreed Council policy is to passport on any increase in the grant to Public Health. As such the budgets of the Public Health service have been increased by £0.344m in 2023/24, by £0.351m in 2024/25, £0.358m in 2025/26 and £0.365m in 2026/27.

Organisational Redesign

In the detailed 2022/23 Revenue Budget, pump priming funding of £1.300m is needed to support a programme of organisational redesign to improve effectiveness and deliver future efficiencies including future year budget reductions. It is expected that this investment is in effect an invest to save initiative with the investment to be repaid in the form of efficiencies of £0.650m in the financial years 2023/24 and 2024/25.

COVID-19 Legacy Costs

In the detailed 2022/23 Revenue Budget an additional amount of £12.000m has been included to fund the anticipated financial legacy of the pandemic. From 2023/24 to 2026/27 it is anticipated this demand reduces by £3.000m for each financial year.

Parish Precept Expenditure

This is estimated to increase by £0.008m in each of the financial years 2023/24 to 2026/27 offset by increased Parish Precept income.

Development Fund

Each of the financial years 2023/24 to 2026/27 includes an allocation to facilitate the funding of corporate priority developments that emerge during the budget process in line with political priorities. For 2023/24 the allocation is £2.000m increasing to £3.000m for the years 2024/25 to 2026/27.

Levies and Contributions

A review of the estimated levy/ statutory charge (for Waste and Transport Services) plus agreed District priorities has estimated the increase to Levies and Contributions for the financial year 2023/24 to 2026/27. The overall increase is estimated at £0.675m in each of the financial years 2023/24 to 2026/27.

Mayoral Bus Reform - Bus Back Better

An initiative led by the Combined Authority is Bus Reform. This will require a one-off contribution from the Individual Districts in the financial year 2024/25. For Oldham this contribution is £1.432m which is to be financed from an Earmarked Reserve.

Funding Assumptions

Changes to Business Rates including Business Rates Top Up

As previously advised, it has been assumed that the current Business Rates Piloting arrangements for Greater Manchester will end in the financial year 2022/23 and from April 2023 a Business Rates revaluation will be effective. It is assumed that this will have a neutral impact (in the absence of any better information). As such from 2023/24 it is assumed the Council will receive a Business Rates Top Up Grant of £36.500m which does not increase over the MTFS period.

Revenue Support Grant

Linked into the changes to Business Rates, the Council will start to receive Revenue Support Grant (RSG) from the financial year 2023/24 to 2026/27 (it currently does not receive this grant due to piloting 100% Business Rates Retention). It is anticipated that RSG will increase in line with inflation and is estimated to be £17.945m for 2023/24, £18.304m for 2024/25, £18.670m for 2025/26 and £19.043m for 2026/27.

Public Health Grant

Again, due to the 100% Business Rates Retention the Council does not directly receive Public Health Grant. It is assumed that this will change for the financial year 2023/24 to 2026/27. It is anticipated this grant will increase in line with inflation and is estimated to be £17.559m for 2023/24, £17.910m for 2024/25, £18.269m for 2025/26 and £18.634m for 2026/27. These increases are passported to the Service as per Council Policy.

Improved Better Care Fund (IBCF)

It is assumed the IBCF will continue from the financial year 2023/24 to 2026/27. It is anticipated this will increase in line with inflation and is estimated to be £11.411m for 2023/24, £11.639m for 2024/25, £11.872m for 2025/26 and £12.109m for 2026/27.

Social Care Support Grant

It is assumed this grant will remain at the amount already notified for the financial year 2022/23 at £12.132m for 2023/24 to 2026/27.

Lower Tier Support Grant

This grant is not guaranteed beyond 2022/23. It is assumed this grant or its replacement will remain at the amount already notified for the financial year 2022/23 at £0.428m for 2023/24 to 2026/27.

Independent Living Fund

It is assumed this grant will continue from the financial year 2023/24 to 2026/27. It is anticipated this will not increase in the four financial years and is estimated to be £2.580m in each of the financial years.

Housing Benefit and Council Tax Administration Grants

It is assumed, considering the Government stated policy that Universal Credit will be fully implemented from 2024/25, that Housing Benefit Administration Grant will cease, and this grant will be discontinued at the end of the 2024/25 financial year. It is assumed the grant will be paid at the level notified for 2022/23 (£0.824m) for the two financial years. It is

assumed Council Tax Administration Grant estimated at £0.378m will continue for the four years of the MTFS increasing for inflation. By the financial year 2026/27 this is estimated to total £0.402m.

Anticipated Levelling Up Resources

There is uncertainty as to how the grant payments for the New Homes Bonus and Services Grant included in the PLGFS will continue for 2023/24 and future financial years. It is hoped that the process of levelling up will be beneficial to areas of the country experiencing higher levels of deprivation. However, at present an increase in funding cannot be guaranteed. Therefore it is assumed that both grants or their replacements will remain at the same level as already notified for the financial year 2022/23. Therefore grants of £5.029m are assumed in each the financial years 2023/24 to 2026/27.

Adult Social Care - Building Back Better

The initial grant funding to fund the reforms set out in the Building Back Better White Paper. for 2022/23 allocation is £0.758m. The Council is expected to receive an overall allocation of £5.300m in 2023/24 (an increase of £4.542m) which is then increased by a further £2.280m in 2024/25 (overall funding estimated at £7.580m per annum from 2024/25) to meet the cost of future reforms. This grant covers the cost of the reforms and reduced contributions to pay for Care.

Retained Business Rates

It is assumed that Business Rates will be collected locally and retained at a level of 50% to finance local services from the financial year 2023/24 to 2026/27. It is anticipated this will not increase in the four financial years estimated (based on observations of the growth achieved on the business rate base as a cash yield in previous years). It will therefore reduce from the levels seen under the 100% pilot scheme (£50.140m for Oldham in 2022/23) to £25.663m in each of the financial years 2023/24 to 2026/27 but the reduction will be offset by increases in Revenue Support Grant and Public Health Grant.

Grants in Lieu of Business Rates

It is assumed that an element of these grants to alleviate the pressures on businesses will continue from the financial year 2023/24 to 2026/27. Again given the movement from 100% to 50% Business Rates Retention, the value of the grant is reduced. Also given the uncertainty around Business Rates reform and the one off measures to support the residual impact of COVID-19 on business rate payers in 2022/23, a prudent approach is being adopted until the reforms become clearer. As such an amount of £13.368m is assumed for 2023/24 to 2026/27.

Council Tax Income

It is assumed this will increase by 1.99% for general purposes between 2023/24 and 2026/27. In addition it is expected the number of recipients of Council Tax Reduction will reduce and that there will be an increase in new residences and/ or empty homes occupied. Together this is expected to increase the Council Tax Base by 484 Band D equivalents each financial year after the Collection Rate is taken into account. An amount of £105.863m will be precepted for 2023/24, £108.874m for 2024/25, £111.958m for 2025/26 and £115.123m for 2026/27, plus £0.322m rising to £0.346m for Parish Precepts by 2026/27. It also assumed that the Adult Social Care Precept will cease from 2023/24 given the major reform to Adult Social Care.

Collection Fund Deficit

In 2023/24 it is necessary to charge £2.192m of Collection Fund deficit to the revenue budget to address losses in 2020/21 caused by the COVID-19 pandemic. No other deficits or surpluses are assumed over the period to 2026/27.

Summary Position

- 10.24 Having regard to the expenditure and income assumptions as set out above the information presented below in Table 1 details the revised budget reduction requirement for the financial years 2022/23 to 2026/27 (prior to application of budget reductions and use of reserves). The detailed implications for 2022/23 are included in the 2022/23 Revenue Budget Report elsewhere on the Agenda.

Table 1 – Budget Reduction Requirement

	2022/23	2023/24	2024/25	2025/26	2026/27
	£000	£000	£000	£000	£000
Prior Year Net Revenue Budget	237,349	249,443	253,110	261,547	264,780
Total Adjustments to the Base Budget	8,297	12,191	6,000	2,500	506
Total Expenditure Adjustments	26,281	18,329	10,829	5,745	5,658
Total Development Fund	1,680	2,000	3,000	3,000	3,000
Total Impact of Levies	267	675	2,107	675	675
Total Expenditure	273,874	282,638	275,046	273,467	274,619
Total Government Grant Funding	(75,761)	(110,086)	(113,312)	(113,453)	(114,437)
Total Business Rates Income	(71,321)	(39,031)	(39,031)	(39,031)	(39,031)
Total Council Tax Income	(103,246)	(106,185)	(109,204)	(112,296)	(115,469)
Total Collection Fund (excluding the impact of business rates reliefs)	885	2,192	0	0	0
Total Funding	(249,443)	(253,110)	(261,547)	(264,780)	(268,937)
Budget Reduction Requirement	24,431	29,528	13,499	8,687	5,682
Collection Fund Deficit – Impact of Business Rates Reliefs	13,092	0	0	0	0
Adjusted Budget Reduction Requirement	37,523	29,528	13,499	8,687	5,682

- 10.25 Taking into consideration the Budget Reductions included in the 2022/23 Revenue Budget Report and the use of reserves set out above, Table 2 shows that the Budget Reduction requirements for the remainder of the MTFS period total £38.894m and by year are:

- 2023/24 - £16.711m
- 2024/25 - £8.117m
- 2025/26 - £8.384m
- 2026/27 - £5.682m

Table 2 – Net Budget Reduction Requirement

	2022/23	2023/24	2024/25	2025/26	2026/27
	£000	£000	£000	£000	£000
Prior Year Net Revenue Budget	237,349	249,443	253,110	261,547	264,780
Adjusted Budget Reduction Requirement	37,523	29,528	13,499	8,687	5,682
2021/22 Approved Budget Reductions	(5,467)	(4,922)	(300)	(303)	0
2022/23 Proposed Budget Reductions	(6,268)	(1,895)	(1,150)	0	0
Total Flexible Use of Capital Receipts	(2,500)	0	0	0	0
Total Use of Reserves	(23,288)	(6,000)	(3,932)	0	0
Net Gap/Budget Reduction Requirement	0	16,711	8,117	8,384	5,682

10.26 The means by which the Council will address these budget reduction requirements is set out at Section 11 which describes the Councils transformation programme.

11 Transformation Programme

- 11.1 As presented in the 2021/22 to 2023/24 MTFS, the Council has a programme of transformational activity based on four main themes plus a Cross Cutting programme of change. The target budget reductions for 2023/24 are as set out by theme in the table below.

Table 3 – Previously Approved Transformation Programme Budget Reductions

Theme	2023/24 £000
Place Based Integration/Communities	300
Children's Services	2,925
Health and Care	4,225
Economy	3,475
Total Transformation Programme	10,925
Cross Cutting Initiatives	6,168
Total Budget Reduction Requirement	17,093

As Table 2 highlights in Section 10 of this report, the 2023/24 indicative budget reduction required from the Transformation Programme has reduced from £17.093m to £16.711m.

- 11.2 The programme has been developed further in 2021/22 and now renamed as the Delivering a Sustainable Future (DaSF) initiative. Between May and August 2021, the DaSF concept and shape programme, was supported by external expertise from a team who had worked with Authorities across the country. This tested our approach and brought in an understanding of best practice which might be applicable in the Oldham environment. The programme was time limited and undertaken at a high level so it was inevitable that the findings would need to be worked through to a greater level of granularity than was initially possible. One of the benefits of the approach and the areas of focus was that it identified a number of middle and back-office functions which could be improved without detriment to the Oldham residents; examples are, investment in digital capability to improve efficiency; improving the utilisation of the business support function to better support the business; improving the customer' offer; addressing pressures in some workforce areas, including the amount of agency spend and social work recruitment and retention.
- 11.3 Following the conclusion of the initial phase of the DaSF, the transformation programme has been reshaped and moulded to reflect the new change requirements. The themes reflect both changing processes to improve efficiency and deliver future savings. The programme is comprised of the following core themes (a development of the already approved themes) and each of these is led by a Sponsor and a Senior Responsible Officer (SRO) with the Chief Executive taking overall responsibility for the initiative. Where possible the budget reduction targets assigned to themes, to which services were already working, have been retained for 2023/24. The revised themes are:
- Enablers for Transformation
 - Place Based Integration/ Communities
 - Children's Transformation Programme
 - Adult Social Care Transformation Programme including Health and Care integration
 - Economy and Public Realm (including the Creating a Better Place Programme)

- 11.4 As with the previous strategy, this Transformation Programme is supported by several Cross Cutting Initiatives within the Council to deliver the additional savings required. A description of each of the main Programmes and associated activities expected to contribute to addressing future budget reduction requirements is set out below.
- 11.5 A number of the 2021/22 and 2022/23 budget reduction proposals have on-going implications into 2023/24 to 2025/26. These proposals are expected to make a significant contribution to closing the budget gap from the financial year 2023/24. These totals are set out in the table below, aligned to five themes where possible.

Table 3 – Indicative Current Transformation Programme Savings

Indicative Transformation Programme Savings 2023/24 to 2026/27	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Place Based Integration / Communities	0	0	0	0
Adults Social Care Transformation Programme/ Integration with Health and Care	(1,774)	0	0	0
Children's Transformation Programme	(753)	(147)	0	0
Economy and Public Realm	(3,950)	(1,150)	(303)	0
Cross Cutting	(340)	(153)	0	0
Total	(6,817)	(1,450)	(303)	0

- 11.6 The significant financial challenge the Council is facing means that there will need to be an acceleration of the existing programme of transformation to deliver a sustainable balanced budget with a reduced reliance on one-off measures. This transformation agenda will continue to focus on several key areas of the Council operating model.
- 11.7 Mindful that in some instances there is a requirement to support change with some pump-priming resources, the reserves strategy includes a Transformation Reserve for which the estimated balance as at the 2021/22 year-end is £5.952m and this will be used from 2022/23 onwards to support the implementation of the initiatives including any investment required to facilitate the efficiencies outlined in the following paragraphs. There is also an Earmarked Reserve for integrated working which can support investment in joint working initiatives with the NHS to deliver future efficiencies and a regeneration reserve which can support the Creating a Better Place programme of work.

Theme 1 – Enablers for Change

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

- Business Support - exploring alternative models for enhancing the present business support services to assist more efficient front line service delivery.
- Business Insight, Performance and Strategy - creating a fit for purpose data and analytical capability to underpin current and future decisions on service delivery. This delivers efficiencies in other parts of the Council.
- Customer Experience - providing improved experience and responsiveness for Oldham residents through better use of systems and processes including reducing demand.
- HR/ OD Workforce Foundations - development of the business model as a strategic and enabling HR/OD service with a range of underpinning improvements including developing efficiencies on the payroll system iTrent, Agency Supply Model, Organisational Design, and Terms and Conditions including reward and recognition packages for staff.
- Digital and Technology - improving and strengthening our digital foundations for residents as well as promoting greater efficiency in internal systems and processes. Efficiency improvements are expected to support Services achieve future savings. The digital infrastructure underpins a modern and forward looking Borough and reflects the expectations of residents and businesses to transact with public sector organisations using the latest technology, to increase choice and improve satisfaction while moving high volume transactions on to more cost-effective alternatives. This is one area which has significant corporate implications and is likely to impact on every service in some way and so it is critical to the Oldham ambition to deliver more efficient services. Investment funding for digital and technology initiatives is included in the Capital Programme.
- Commissioning - developing a new Integrated Commissioning model bring together contract management, procurement and quality assurance to provide an end-to-end commissioning cycle. This will support services to deliver future transformation.

11.9 In further developing the detailed cases for change, it is not expected that the enablers for change will deliver specific saving from their own service, but they are expected to support the delivery of greater efficiencies in process. This theme will enable the bigger spending areas within the Council such as Children's Services and Adult Social Care to generate cashable transformation savings.

Theme 2 - Place Based Integration/ Communities

11.10 The Place Based Integration programme has been underway for some time (albeit delayed by the pandemic). The aim of the programme has been to reconfigure and integrate services in each of the five districts of Oldham enhanced by investment from the 2022/23 budget. There are significant inter-dependencies with the other transformation programmes and services; specifically with Adults and Children's services. During 2021 progress has

been made including creation of new decision making arrangements and enhanced levels of engagement with a wider range of stakeholders in order to ensure the model is co-designed. Progress includes the development of proposals for a trial in adult social care aimed at reducing waiting times for residents on multiple waiting lists in North and East districts. Understandably there remains a challenge and risk in all partners developing a defined, shared vision for how place-based working will be configured in order to secure future efficiencies and continuous improvements rather than devise a more expensive model.

11.11 The Programme will also include the emerging “Changing Futures” linked into national priorities. The Changing Futures programme is an initiative from the Department of Levelling Up, Housing and Communities (DLUHC) seeking to support adults who currently experience multiple disadvantage. This is likely to include a combination of homelessness, substance abuse, mental health issues, domestic abuse and contact with the criminal justice system. A bid to the DLUHC was submitted through Greater Manchester with Oldham one of four constituent Districts (Rochdale, Manchester and Wigan being the other Councils) receiving funding. Whilst this funding will be used directly to support adults in Oldham, there is an expectation for any emerging insight and impact including the potential for financial savings to be shared at a GM level in support of the wider regional reform agenda.

11.12 Overall funding of £0.772m has been awarded by DLUHC across 3 years. Whilst this is a time limited opportunity, the purpose of the programme is to identify learning across the system to share within the City Region and support the identification of future savings for Oldham by adopting innovative approaches. The new service offer includes the following strands:

- A team of 4 case workers and 1 Team Manager to provide intensive and strength-based support to a small caseload of complex adults. Two of these roles will focus specifically on previously cared for women.
- A System Navigator role working with individuals with lived experience, providers and policy makers across Oldham to reduce barriers and highlight learning.
- The “Oldham Lens” of the programme will work closely with the voluntary sector to develop a peer led offer that will support women to better access the support that they need.
- A Confident Futures Programme Co-ordinator to oversee and lead the implementation of the service, to extract learning across the system to manage the interface with Greater Manchester.
- Appropriate funding to support community and voluntary organisations in the delivery of activity that will support the cohort.
- Resources will be required from the Strategy and Performance Team around data requirements to inform the external valuation.

11.13 The programme aims to deliver the following outcomes:

- Improved engagement, resilience and outcomes for adults with long term challenges.
- Reduced cost across the system and future cost avoidance.
- Better informed processes and service re-design influenced by learning from those with lived experience through a co-production approach. Opportunities for earlier intervention identified.
- Mapping of the current system across Oldham and an improved understanding across partners of where complexity prevents client engagement.
- An established peer support network for former cared for younger women to provide community level support and self-help.

- Strengthened relationships with the community and voluntary sector, particularly in providing support for high-risk individuals.
- A more targeted and evidence-based approach to the commissioning of services.
- A tested and improved early intervention offer for adults based on a whole system, holistic and a personalised response.

11.14 Building upon the anticipated budget reductions included in the 2021/22 to 2023/24 MTFS of £0.300m for 2023/24, the table below details that savings of a total of £0.600m are anticipated from Place Based Integration over a four year period.

Table 4 – Place Based Integration Savings (Indicative at this stage)

	2023/24	2024/25	2025/26	2026/27
Proposed Budget Reduction	£000	£000	£000	£000
Previously Agreed MTFS Target	300			
Current MTFS Target		100	100	100

Theme 3 Children's Transformation Programme

11.15 The Children's Transformation Programme is focusing on the key areas where effective and efficient demand management results in both efficiencies and future savings. It is being overseen by the Children's Transformation and Sustainability Board which has a membership covering all areas of Council business as well as NHS representation. Work is underway to both review and better understand the drivers of demand and issues within children's social care and to build a picture of where further opportunities to improve current services exist. Work on understanding long term demand pathways is seen as critical but there are also opportunities to refresh the Council and key partners approach to commissioning, both to maximise the current system use of spend for the benefit of Oldham families and children and to progress the efficient integration of services for children in need.

11.16 The Children's Transformation Programme has five core programmes detailed below. These five core programmes are:

- Early Help; providing more support to vulnerable families through a range of preventative measures including more effective use of universal services, community advice and support, and increased provision of online advice and support. The additional funding announced in SR21 around Early Years such as funding to create family hubs is also an opportunity to enhance the programme.
- Inclusive Learning; improving the Education and Health Care Planning Process for Oldham's young people, reducing the waiting time for speech, language and communication needs from two years to twelve weeks and reducing the number of young people not in education, employment or training.
- A Home for Every Child; providing a greater range of placements in Oldham for children while reducing the overall number of children entering the care system which provides the opportunity to reduce the costs of placements.
- Academic Success for All; focused on continued school improvement, education readiness for children and developing a skills and employment strategy. This project will also address the impact of COVID-19 (including the additional Government support provided for this) around better supporting children to catch up on educational attainment.
- Joining up Health and Care; this project is focused on providing more accessible multi-agency early years support for families, achieving more responsive and

efficient multi-agency services. This links into better commissioning of current services. The savings to be achieved are currently being identified.

- 11.17 Using this programme of activity and building upon the already agreed budget reduction target for 2023/24, the savings to be achieved from the Children's Transformation Programme are summarised in the table below:

Table 5 – Children Transformation Savings (Indicative at this stage)

Proposed Budget Reduction	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Previous MTFS Agreed Target	2,925			
Current MTFS Target		2,000	2,000	1,000

- 11.18 As advised above, in 2023/24 it is anticipated that the previously agreed transformational budget reduction target of £2.925m will be achieved. From 2024/25 it is assumed the programme will reduce the historic financial pressures experienced by the Service linked into increased demand. As such it is assumed that for the Children's Service savings of £5.000m will be achieved between 2024/25 and 2026/27.

Theme 4 - Adult Social Care Transformation Programme including Health and Care Integration

- 11.19 This theme is split into two areas, one looking specifically at Adult Social Care transformation and the other element considers health and care integration

Theme 4 (a) – Adult Social Care Transformation

- 11.20 The programme is currently under review in order that recent saving proposals are embedded in the programme. The new programme is intended to be structured around three areas of Community Business Services, Adult Social Care (ASC) Operations and Commissioning, each of which will be comprised of a series of projects. These programmes incorporate the findings from the DaSF which were considered appropriate to local circumstances. The programme will also include links into the Social Work Academy being jointly developed with Children's Services and Human Resource/ Organisational Development. This was one of the local workforce foundation projects emerging from the local requirements agreed with DaSF. Business cases for the new projects are being developed up to March 2022 with implementation beginning from April 2022 to deliver transformational savings from the financial year 2023/24.
- 11.21 This programme will also meet the emerging requirements of the Government White Paper "People at the Heart of Care" (issued in December 2021) and going forward, incorporate any requirements from "Building Back Better" (assumed to be met from increased Government grant in the MTFS). This will require some investment to achieve future efficiencies over the next three financial years.
- 11.22 The revised programme will deliver potential estimated savings of 10% in the first year, once the scope is agreed. The detailed scoping of this work began in January 2022.
- 11.23 This programme is expected to include:
- Adults Front Door and access to services linking into the wider Customer Experience
 - Achieving Better Outcomes – Learning Disability and Mental Health
 - Strength-based Approaches

- 11.24 Using this programme of activity and building upon the already agreed budget reduction target for 2023/24, the savings to be achieved from the whole Adult Social Care transformation programme are summarised in the table below:

Table 6 – Adult Social Care Transformation Programme/Integration with Health and Care

Proposed Budget Reduction	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Previous MTFS Agreed Health and Care Target	4,225			
Additional Anticipated Programme Saving		2,000	2,000	1,000

Programme 4(b) – Health and Care Programme

- 11.25 The Health and Care Programme was adapted in light of the government White Paper “Working Together to Improve Health and Social Care for All”. This is currently also assessing the implications of the Building Back Better White Paper and People at the Heart of Social Care. This programme is led by the Oldham Clinical Commissioning Group Accountable Officer and been supported by a variety of teams across the NHS and Council. Additional funding has been provided until the end of 2022 to assist in the generation of these efficiencies.
- 11.26 The revised Health and Care Programme has resulted in new governance arrangements being in place including a New Locality System Board chaired by the Cabinet Member for Health and Care and an Integrated Delivery Board which continue to be jointly supported by the core team which are also jointly funded. This represents a significant programme of change across the health and care system, made more complex by the on-going debate about what is the vision at a Locality Level balancing service efficiency and economy. There is also the dynamic of determining priorities at the City Region level and Oldham locality. With there only being a short time until the new model comes into effect there is currently significant effort being put into designing a model which provides clarity about what it is planned to be delivered and at what spatial level. This is determining the design of services and staffing structures with the allocation of funding to support both a “hub” at the City Region level and a more bespoke model (the Oldham model) at a local level. At present staff are balancing support for closing down the present arrangements with the transition and then development of the new model which includes activities that are more transformational and linked into improving inequalities that reflect the needs of Oldham’s population.
- 11.27 Alongside the work to support this structural change and operating model a wide variety of colleagues across both the Health and Care System (Adults and Children’s) have been working together to effect improved quality assurance systems and patient pathways and improve collaboration between the Primary Care Network arrangements and the District/Placed Working.
- 11.28 It is anticipated that the new ways of working will deliver budget reductions but given the close alignment with the Adult Social Care transformation programme, no specific targets have been allocated. Instead, they are included within the all-encompassing target at 11.24 above. There are specific reserves available to support health and social care transformational change.

Theme 5 Economy and Public Realm (including the Creating a Better Place Strategy)

- 11.29 The Economy and Public Realm Theme encompasses the Creating a Better Place Programme (which includes supporting the local economy) as well as numerous public realm activities including Highways Maintenance, Environmental Management, Waste Collection and Recycling, Street Lighting, Fleet Management and Public Protection. Although the Creating a Better Place programme is now embedded into the operating arrangements of the Council, this is still a transformational programme but one that has been well established. Nonetheless, it is important to note that the financial challenge facing the public sector has been exacerbated by the reductions in revenue arising from the economic and social conditions in the Borough. By focusing on the development of robust economic initiatives and the transformation of public realm activities, a vibrant local economy can be rebuilt together with a high-quality environment that is attractive to residents and visitors.
- 11.30 Services which maintain and enhance the public realm alongside corporate land and property assets are essential to the delivery of the Council's priorities. As part of the refreshed 'Creating a Better Place' strategy approved by Cabinet on 24 August 2020, the previously approved Medium-Term Property Strategy (MTPS) has been reviewed to meet the scale of the change required. At a strategic level, the review has confirmed that the Council's property portfolio can be a catalyst for building new homes, creating job opportunities, re-skilling residents through new apprenticeship opportunities, and re-engaging communities and partners through property / estate co-location and collaboration.
- 11.31 Developing the existing programme of work on the use of property and assets, the Council will maximise the benefit from the corporate estate by developing property disposal and procurement routes that will ensure the Council is able to shape and maintain a property portfolio that will support service delivery and contribute a sustainable income stream.
- 11.32 In addition, the Council will rationalise its office accommodation, where possible, following the place based principles and co-locate staff with partners to maximise efficiencies and realise the potential of 'One Public Estate' for Oldham and Greater Manchester.
- 11.33 The regeneration of Oldham town centre remains a Council priority. The acquisition of the Spindles and Town Square Shopping Centres is a key part of the Creating a Better Place Strategy unlocking land and development opportunities. There are also ambitious plans for the regeneration of the borough as a whole with investment in Royton and projects in train at Hollinwood and Foxdenton. The Council will also seek to integrate and rationalise the highly visible and valued services which support and maintain the public realm of the Borough.
- 11.34 Significant capital investment is needed to deliver the town centre vision, new homes and the vision for the rest of the borough. These resources are reflected in the Capital Strategy and Capital Programme for 2022/23 to 2026/27.
- 11.35 This investment will bring future benefits to Oldham through additional economic and housing growth, which may provide increased revenue from, for example, Council Tax and/or Business Rates.
- 11.36 In addition to the budget reductions of £8.216m already programmed into the 2021/22 to 2025/26 budget, further budget reductions are expected within this theme – net of required offsetting costs. Acknowledging that the Creating a Better Place Programme is but one aspect of the previously agreed Economy theme, the already approved target of £3.475m for 2023/24 has been revised to £1.500m with further targets applied over the period to 2026/27 as shown in Table 7.

Table 7 - Economy and Public Realm

Proposed Budget Reduction	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Previously Agreed MTFS Target (adjusted)	1,500			
Additional Anticipated Programme Saving		1,000	1,000	500

Budget Reductions – Cross Cutting Initiatives

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

Income Generation

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

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

- 11.39 Although not specifically income generation, the Council will continue its efforts to maximise grant income via its External Funding Group and bid for appropriate external resources for both revenue and capital priority projects to reduce the requirement for specific Council funding and where appropriate reduced borrowing/ financing charges.

Other Areas of Budget Review

- 11.40 Underpinning all transformation workstreams will be:

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

- 11.41 At this stage there is still further work to assign specific budget reduction targets to other areas of activity, indeed the overarching target could change as it is based on estimates, however as shown in the table below, it is expected that £17.144m of savings will be identified from cross cutting initiatives including income generation and service specific budget reductions and efficiencies over the 4 years of the MTFS. As initiatives are progressed, more definitive estimates will become available.

Table 8 – Cross Cutting Initiatives

Proposed Budget Reduction	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Additional Anticipated Programme Saving from Cross Cutting Initiatives	7,761	3,017	3,284	3,082

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

- 11.42 Within the MTFS savings of £38.894m are estimated from the transformational workstreams, the following table summarises the overall indicative savings estimated from the successful delivery of the additional activities in these service areas. Detailed delivery plans are being developed. These will be evaluated, and risk assessed prior to their presentation to Members as budget reduction proposals. Proposals will then be considered by Members for approval before being deployed to offset future budget reduction requirements.

Table 9 – Transformation Programme and Cross Cutting Initiatives Summary

Workstream	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Place Based Integration/ Communities	300	100	100	100
Children's Services	2,925	2,000	2,000	1,000
Adults Social Care including Health	4,225	2,000	2,000	1,000
Economy and Public Realm	1,500	1,000	1,000	500
Total Transformation Programme	8,950	5,100	5,100	2,600
Cross Cutting Initiatives	7,761	3,017	3,284	3,082
Total Budget Reduction Requirement	16,711	8,117	8,384	5,682

On-going Budget Review

- 11.43 Given the importance of delivering budget reductions and embedding the programme of transformational change, during 2022/23, there will be a regular review of the progress of existing change programmes against the delivery milestones and financial targets. It will also ensure that there is continuous emphasis on the delivery of change and the achievement of the budget reductions required in line with the three year strategy.

Reserves and Balances

- 11.44 In the light of the risks and uncertainties highlighted in the MTFS, it is important to maintain a healthy and robust level of reserves and balances to manage uncertainty. The financial resilience of the Council has been reduced but based on the reserves and balances information set out at Section 20 of the Revenue Budget Report and below in Table 10, the position remains manageable when considering the 2022/23 to 2026/27 period.

Table 10 – Earmarked Reserves Projected Use

Earmarked Reserves Projection	2022/23 Estimated Closing Balance £000	2023/24 Estimated Closing Balance £000	2024/25 Estimated Closing Balance £000	2025/26 Estimated Closing Balance £000	2026/27 Estimated Closing Balance £000
Integrated Working Reserve	(12,462)	(10,212)	(8,212)	(5,212)	(3,212)
Transformation Reserve	(4,150)	(3,150)	(2,150)	(1,150)	-
Regeneration Reserve	(1,002)	(400)	(300)	(250)	-
Balancing Budget Reserve – 2023/24	(6,000)	-	-	-	-
Balancing Budget Reserve – 2024/25	(3,932)	(3,932)	-	-	-
Other Reserves	(29,437)	(26,676)	(26,354)	(26,354)	(26,354)
Total	(57,013)	(44,370)	(37,016)	(32,966)	(29,566)

- 11.45 The MTFS indicates a potential general use of reserves of £33.498m plus £1.432m specifically for bus reform to balance the budget over the period 2022/23 to 2026/27. The table above highlights a further projected use of reserves to support transformational activity which will support the delivery the budget reductions as outlined above. This use of reserves is not being specifically budgeted at this stage as the timing and profiling across the MTFS is subject to change and will be linked to specific business cases.
- 11.46 In line with the good budget management practices within the Authority, there may be an opportunity to replenish reserves to improve financial resilience. This will be considered during the final accounts processes for respective financial years.
- 11.47 The continued reliance on the use of reserves to balance the budget is not without risk but given the planned approach, the availability of reserves to support the transformation process and other corporate initiatives, the risk is to some degree mitigated. However, the position will be monitored closely and in line with the Council's Reserves Policy which is reported to the Audit Committee.

12 Options/Alternatives

12.1 The options as follows:

- Option 1 – Cabinet accepts the assumptions and resulting financial forecasts for 2022/23 to 2026/27, the proposed use of reserves and estimated budget reduction requirement for 2023/24 to 2026/27 presented within the report.
- Option 2 – Cabinet proposes amendments to the assumptions which will change the financial forecasts and resulting budget reduction requirement.
- Option 3 – Cabinet can request that further work is undertaken on some or all of the budget estimates and the approach to reserves and that Cabinet considers a revised position.

13 Preferred Option

13.1 Options 1 is the preferred option. Assumptions and financial forecasts are based on objective research and the latest available information.

14 Consultation

14.1 No specific public consultation on the proposed budget reductions targets detailed for the financial years 2023/24 to 2026/27 is required.

15 Financial Implications

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

16 Legal Services Comments

16.1 Any specific Legal implications associated with the MTFS will become clearer as detailed proposals are developed.

17 Co-operative Agenda

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

(Jonathan Downs, Corporate Policy Lead)

18 Human Resources Comments

18.1 N/A

19 Risk Assessments

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

Mark Stenson (Assistant Director of Finance Corporate Governance and Strategic Finance)

20 IT Implications

20.1 Any specific IT implications associated with the proposals will become clearer as detailed proposals are developed.

21 Property Implications

- 21.1 Any specific property implications associated with the proposals will become clearer as detailed proposals are developed.

22 Procurement Implications

- 22.1 Any specific procurement implications associated with the proposals will become clearer as detailed proposals are developed.

23 Environmental and Health & Safety Implications

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

24 Equality, community cohesion and crime implications

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

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

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

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

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

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

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

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

-
- 24.5 In December 2010, the Government announced that it would not be taking forward the socio-economic duty for public bodies. Despite this the Council has continued to consider people on low incomes as part of its equality impact assessment process.
- 24.6 Assessing the potential equality impact of proposed changes to policies procedures and practices is one of the key ways in which public authorities can show 'due regard'. Equality Impact Assessments (EIAs), therefore, provide a structured framework which enables the Council to ensure that it considers the equality impact of decisions, and to demonstrate to others that it has done so.
- 24.7 Oldham's EIA form is based on the experience of previous years and incorporates elements from good practice elsewhere. The main aims of our current EIA are to:
- strengthen the process through improved accountability – identifying a lead officer for each EIA;
 - stimulate a more rigorous and overt analysis of the impact and possible mitigations; and
 - implement a stronger equality monitoring and management process to ensure that the Council follows through on any commitments. This includes identifying risks to implementation and how these will be managed.
- 24.8 The equality impact assessment process that will be undertaken for the Council's 2023/24 and future years budget processes as a result of the requirement to make savings will involve:
- An initial equality impact screening – The budget proposal action plan forms completed by each Director / Service Manager shall incorporate an initial equality screening to identify whether any proposal has the potential for significant disproportionate adverse impact in respect of any protected characteristic i.e. whether the impact of the proposal falls disproportionately on any particular group – such as people with a disability.
- The key aims of this review process will be to:
- assess the potential equality impact of each proposal using the information provided;
 - provide challenge to those where the initial screening does not accurately identify those equality groups potentially affected and that a further screening process needs to be completed.
 - Full equality impact assessment – An equality impact assessment will then be carried out if the initial screening identifies that the proposal could have a potential significant, disproportionate adverse equality impact.
- 24.9 A key element to assessing the equality impact shall be the future involvement of elected Members. This involvement will include:
- Consideration of equality impacts throughout the Decision-Making process, including through the initial screenings on the proposal forms and a briefing paper;
 - Briefings between Directors and Cabinet Members during the future development of proposals and working together to consider the equality impacts and identify any mitigating actions; and
 - Both the EIA screening information contained with the future budget proposals and the EIA forms themselves, where required, will be submitted to, and considered by Members.

(Jonathan Downs, Corporate Policy Lead)

25 Key Decision

25.1 Yes

26 Key Decision Reference

26.1 FLC-21-21

27 Background Papers

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

File Ref:	Background papers are contained in Appendices 1 and 2
Officer Name:	Anne Ryans / Mark Stenson / Neil Stott
Contact:	anne.ryans@oldham.gov.uk (0161 770 4902) neil.stott@oldham.gov.uk

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

Service	Title	Description
Corporate	Registration Service Delivery Plan	This document sets out a plan for the delivery of Registration Services for the borough of Oldham.
Corporate	Homelessness Strategy	The Council's Homelessness Strategy sets out visions and targets to reduce homelessness in Oldham. The strategy identifies individuals and families that are at risk of becoming homeless, sets out how the Council's multi-agency approach will work with individuals and families to stop them from being homeless in the first place and where able, to assist and provide emergency housing provision. In the long-term, the strategy will, eradicate homelessness by securing long term housing provision.
Corporate	Community Safety	Oldham's Community Safety plan sets out our vision for creating a more safe, inclusive and fairer place for everyone to live and work in. The strategy acknowledges the diverse communities that represent Oldham, the challenges they face and our approaches in eradicating them to ensure all our communities can live and work together.
Corporate	Complaints or Feedback Policy	The policy provides information on how the Council provides a fair, consistent, and structured approach to dealing with complaints.
Corporate	Income Strategy	This Strategy sets out how the Council will maximise the income it can generate.
Corporate	Local Code of Corporate Governance	This is a requirement under appropriate Corporate Good Governance Standards to demonstrate appropriate process are operated by the Council.
Corporate	Whistleblowing Policy	This policy sets out how concerns about the Council can be raised in a confidential manner.
Corporate	Capital Strategy	This Strategy sets out the medium-term vision for the Council investing in its future.
Corporate	Treasury Management Strategy	This Strategy sets out how the Council will finance both its operational and investment requirements.
Corporate	Risk Management Strategy	This Strategy sets out how the Council will manage its significant risks.
Corporate	Medium Term Financial Strategy	This report sets out the Council's approach to managing its finances over the period 2022/23 to 2026/27.
Corporate	Local Welfare Provision Policy	This policy aims to meet the short-term emergency / immediate support needs of vulnerable residents and to assist vulnerable residents to establish or maintain a home in the community.
Economic Development	Medium Term Property Strategy	This document sets out the Council's approach to managing its large and diverse property portfolio over the medium term.

Service	Title	Description
Education, Skills & Early Years	Oldham's Inclusion Policy	This policy articulates a shared ambition for all Oldham's children and young people, placing them at the centre of everything and putting their voice first. Through strong partnership working the Council will identify their needs early and secure high quality, appropriate educational provision.
Education, Skills & Early Years	Participation and Engagement Strategy	Provides a framework for all agencies working with, or wishing to engage with, children and young people in Oldham based on guiding principles derived from the United Nations Convention on the Rights of the Child (UNCRC).
Education, Skills & Early Years	Sustainable Modes of Travel to School Strategy	This strategy aims to make it easier for parents and pupils to use different types of transport to get to school, college or training.
Education, Skills & Early Years	Aiming High	This programme ensures disadvantaged children with SEND can access short breaks that are fit for purpose and age appropriate.
Education, Skills & Early Years	Autism Strategy	The aim of the strategy is to improve both the design and delivery of services and support to ensure improved outcomes for people with autism and achieve value for money from commissioned services.
Education, Skills & Early Years	Local Authority Policy on Free Schools	This policy seeks to ensure the Council can exert influence over the choice of trust/sponsor for every Free School established in Oldham. The policy on Free Schools outlines criteria that the Council should insist on for any provider hoping to operate a Free School within Oldham. This includes working in partnership with the Council and working with the Oldham Education and Skills Commission to develop and improve the education offer for parents, young people and the community.
Education, Skills & Early Years	Policy on Academy Conversion and Guidance for Schools	This policy ensures that the Council can proactively manage and influence the academy conversion process within the current statutory framework in order to shape the future of education in Oldham and, at an operational level, manage any reputational, educational and financial risks.
Education, Skills & Early Years	Oldham Education and Skills Commission	The Oldham Education and Skills Commission set out a vision for Oldham to create a 'self-improving education system' where schools, colleges and all interested parties work together in a collaborative partnership. The focus of the partnership is the continuous improvement of outcomes for children and young people, leadership, teaching, learning and assessment.
Education, Skills & Early Years	Oldham Work and Skills Strategy	The strategy aims to create jobs, deliver social regeneration and in-work progression. deliver the vision of the Oldham Education and Skills Commission (OESC), improve college provision and support a thriving private sector.

Service	Title	Description
Education, Skills & Early Years	Get Oldham Working	A key aim of the Council is to improve employment opportunities for Oldham residents. As part of the Work and Skills Strategy, the “Get Oldham Working” campaign has created thousands of job, apprenticeship, traineeship and work experience placement opportunities.
Education, Skills & Early Years	Policy for Monitoring Challenge, Support and Intervention in Schools	This policy sets out how Oldham Council will fulfil its statutory duties in relation to maintained schools and provides the framework for engagement with Academies, Free Schools and Academy Sponsors in relation to standards and attainment.
Education, Skills & Early Years	Free School Meals Policy	This policy ensures there is a clear, transparent and accessible application and eligibility assessment process in place for Free School Meals.
Environmental Services	Local Flood Risk Management Strategy	This strategy aims to tackle ‘local flood risk’, which includes flooding from surface water, groundwater, ordinary watercourses, canals and reservoirs. This type of flooding is responsible for most of the household flooding in England, but until now there has been no duty on the Council or the Environment Agency (EA) to address these forms of risk in an organised way. The strategy aims to address this gap and direct and manage the way forward.
Environmental Services	Air quality management	The Council has a statutory duty to review and assess air quality within the borough to determine whether air quality objectives will be met. Alongside other districts, Oldham has contributed to the production of a joint Greater Manchester Air Quality Action Plan which is in the process of being implemented.
Environmental Services	Environmental Policy	This policy provides a framework for identifying and tackling the environmental impacts of operations and services, and influencing others to do the same, prioritising areas where the most impact can be made. The policy aims to ensure the environment allows us, our children and our grandchildren to prosper.
Environmental Services	Light Duty Vehicle Crossings Policy	This policy sets out the Council’s procedures for assessing Light Duty Vehicle Crossing applications to ensure that they are assessed in a consistent and fair manner.
Environmental Services	Highway Safety Inspection Policy	This policy details how the Council will carry out proactive and reactive safety inspections to ensure that the Council can meet its statutory duty to maintain the highway. This policy also sets out how the Council will apply the principles of the national code of practice and Greater Manchester Highway Inspection Framework to its safety inspection regime.

Service	Title	Description
Environmental Services	Oldham Highway Asset Management, Policy, Framework and Strategy	The Highways Asset Management Policy, Framework and Strategy details the individual processes for maintaining all major highway assets. These processes have been developed to provide best value for money on a whole life cost basis for the asset, by maintaining assets to approved service levels appropriate to the overall current condition of the asset.
Environmental Services	Gambling Policy Review	Local authorities have statutory responsibilities for licensing premises used for gambling and associated activities. This strategy aims to prevent gambling from being a source of crime and disorder, ensure gambling is conducted in a fair and open way; and protect children and other vulnerable people from being harmed or exploited by gambling.
Environmental Services	Licensing Act 2003 - Review of Statement of Licensing Policy	This policy provides advice to businesses and the public on what the Council expects of those licensed under the Licensing Act 2003. The policy also provides a decision-making framework for the Council via its Licensing Committee, and the Licensing Premises Panel, to exercise its quasi-judicial functions under the Act.
Health and Social Care	Health and Wellbeing Strategy	This policy outlines how the Council and its partners will work together to improve the health and wellbeing of the borough's population. Reducing health inequalities is a key priority for Oldham and the strategy will identify the local context and local challenges (socio-economic) to eradicate health disparities.
Health and Social Care	Early Help Strategy	The Early Help Strategy captures the important priorities and local challenges faced by children and families. It identifies those who need additional support and identifies children and families from marginalised communities, so no one goes missing. The Strategy provides a voice for children and families and support will be provided in line with their requirements, with a multi-agency perspective.
Health and Social Care	Safeguarding Partnership Strategy	A Safeguarding Strategy includes our approach in identifying children, young people and adults who are vulnerable and at risk of coming into harm. The policy lays out how a multi-agency approach to safeguarding will strengthen our approach to keeping people safe as a strong partnership approach will facilitate and strengthen information sharing to prevent people coming into harm in the first place and also work to reduce the number of people coming into harm and mitigate the impact of harm and risk.

Service	Title	Description
Health and Social Care	Adult Social Care Preferred Accommodation and Top-Up Arrangements	Where a person's needs have been identified to be met in a residential or nursing home setting, shared lives environment or supported living accommodation, the person may choose a setting that is more expensive than the amount identified for the provision of care within their personal budget or the Councils residential care price framework. This policy sets out how the Council will deal with preferred accommodation requests and associated 'top-up' payments.
Health and Social Care	Adult Social Care Provider Failure Policy	As required by the Care Act 2014, this policy sets out how the Council will meet the care and support needs of an individual and the support needs of a carer when a registered care provider becomes unable to carry on a regulated activity, establishment or agency as a result of business failure.
Health and Social Care	Adult Social Care Local Account	The Adult Social Care Local Account provides Oldham borough residents with information about Adult Social Care services and how it aims to support and improve the lives of service users.
Health and Social Care	Adult Social Care Information and Advice Strategy	The aim of the strategy is to take stock of information and advice provision across care and support and to recommend required improvements.
Health and Social Care	Child and Adolescent Mental Health Services Strategy	This strategy aims to improve emotional wellbeing and mental health for children and young people in Oldham.
Health and Social Care	Locality Plan for Health and Social Care Transformation	Through the integration of Health and Social Care services, the vision is to achieve and sustain the greatest and fastest improvement in wellbeing and health for the people of Oldham. This will be achieved through innovative programmes, new ways of working, and partnerships.
Health and Social Care	Right Start Pre-school children's oral health improvement strategy	This strategy aims to improve the oral health of pre-school children living within the borough of Oldham.
Health and Social Care	Oldham Public Health Charter	The charter is committed to creating the conditions for residents to take greater control over their own lives and enjoy the freedoms that lead to healthy and independent lives.
Health and Social Care	Think Local Act Personal (TLAP)	TLAP is a national, cross sector leadership partnership focused on driving forward with personalisation and community-based support – the process of enabling people to be in more control of the care and support services they receive. It encourages interaction between service users, carers, Councils and other groups.

Service	Title	Description
Housing	Temporary Accommodation Strategy	This is the Strategy which sets out how the Council will set out to fulfil its Statutory duty to provide Temporary Accommodation to those in need for the period 2021/2024
Housing	Homelessness Prevention Strategy	This is the Strategy which sets out how the Council will set out to fulfil its Statutory duty to prevent homelessness for the period 2021/2026.
Planning	Local Plan	The Local Plan is a series of documents setting out planning and development arrangements for the borough of Oldham covering the local development scheme, local plan review, supplementary planning documents, neighbourhood planning, the brownfield land register and housing land.
Youth, Leisure & Communities	Libraries Strategy	This document sets out a strategy for the delivery of Library Services within the borough of Oldham.
Youth, Leisure & Communities	Domestic Violence Strategy	This document sets out how the Council and partners will deal with the issue of domestic violence and promote a social norm where individuals treat each other with respect and dignity.
Youth, Leisure & Communities	Oldham Playing Pitch Strategy	This strategy aims to ensure that sufficient playing pitches are provided. These should be of a good quality and should support the needs of each sport and club in Oldham. Provision should aim to be sufficient yet flexible enough to deal with current and projected increases in demand.

This page is intentionally left blank



Report to Cabinet

Council Tax Reduction Scheme 2022/23

Portfolio Holder: Cllr Abdul Jabbar MBE, Deputy Leader and Cabinet Member for Finance and Low Carbon

Officer Contact: Anne Ryans, Director of Finance

Report Author: Caroline Lee, Head of Revenues and Benefits

14 February 2022

Reason for Decision

The purpose of this report is to present the proposed Council Tax Reduction Scheme for 2022/23 for Cabinet prior to its consideration by full Council on 2 March 2022.

Executive Summary

Members will recall that there is a requirement to have a local Council Tax Reduction (CTR) scheme to support residents of working age on a low income who qualify for assistance in paying Council Tax. The Local Government Finance Act 2012 places a requirement that each year a billing authority must consider whether to revise its Council Tax Reduction scheme or to replace it with another scheme. Any change to the 2022/23 scheme must be agreed by full Council in line with budget setting and no later than 10 March 2022. For Oldham, this requires the Council to agree a revised 2022/23 scheme at the 2 March 2022 Council meeting. Any proposed change must be subject to prior consultation with the major preceptors (for Oldham this is the Greater Manchester Combined Authority), and with the public.

The Council, in deciding the CTR scheme for 2022/23, needs to consider both the affordability of the scheme for the Council given the financial challenge it currently faces and the impact of retaining the existing scheme (or of revising the scheme) on Oldham's residents of working age in receipt of low incomes. The scheme for those of pensionable age is set by the Government and cannot be changed.

The furlough scheme (Coronavirus Job Retention Scheme) concluded on 30 September 2021 as did the fifth grant under the Self-Employed Income Support scheme and the Universal Credit £20 uplift. Self-employed recipients of Universal Credit were not subject to the minimum income floor during the pandemic, but this was re-instated (with some exceptions) from 31 July 2021. The effects of the phasing out of these schemes that have provided financial help for residents, along with the

on-going impacts of the pandemic in shifting the demand for support under CTR scheme and the ability of residents to pay over the remainder of 2021/22 and into 2022/23 is difficult to estimate, and the full economic impact is uncertain.

Given levels of uncertainty about the impact of the pandemic on the demand for CTR in the coming months, Members are requested to consider the recommendation to maintain the current CTR scheme in 2022/23, being mindful of the aim of ensuring continuity about entitlement to those residents on the lowest incomes.

Recommendation

It is recommended that Cabinet approves and commends to Council the proposed Council Tax Reduction scheme for 2022/23 which keeps the scheme unchanged from that operating in 2021/22.

Council Tax Reduction Scheme 2022/23**1 Background**

- 1.1 Prior to April 2013, Council Tax payers who qualified for assistance could apply for Council Tax Benefit (CTB) to help pay their Council Tax. The CTB scheme was administered by Local Authorities on behalf of the Department for Work and Pensions (DWP) and was assessed on a means tested basis. Under this national scheme, Council Tax payers could receive benefit of up to 100% of their Council Tax liability. The Council then received full funding from the Government for all correct CTB awards made. Changes introduced by the Government abolished CTB from 1 April 2013 and made Local Authorities responsible for setting up their own local Council Tax Reduction schemes (CTR) for working age residents. The Government also reduced the amount of funding given to Councils to pay for the schemes in 2013/14 by 10%. The CTR scheme for pensioners is set by the Government and is not subject to the changes applied to those of working age. In devising new CTR schemes, many Local Authorities adopted schemes that replicated the old CTB schemes and then applied a minimum payment for working age customers to make up the funding difference.
- 1.2 Since 2014/15, the amount of grant received from Government to pay for CTR has been included within the general grant (Revenue Support Grant) that the Council receives and the amount to support CTR schemes is not specifically identified year on year. Prior to the pandemic, Revenue Support Grant (RSG) had continued to be significantly reduced each year and with the introduction of the pilot of 100% Business Rates Retention and the subsuming of RSG into the Council's Business Rates Top Up Grant, it is fair to say the link between Central Government funding and Central Government support for CTR has been cut and that the Council funds the cost of the CTR scheme through the Collection Fund (the ringfenced account in which all Council Tax and Business Rates income is managed).
- 1.3 The legislation confers an obligation on the Council to consider whether to review the CTR scheme on an annual basis. The scheme cannot be amended in-year and can only be changed following consultation with the major preceptor, the Greater Manchester Combined Authority (GMCA) on behalf of the Mayor of Greater Manchester and the Police and Crime Commissioner and with the public.
- 1.4 A change to the scheme in 2022/23 would require approval by full Council prior to the deadline for the setting of the Council's budget (which is no later than 10 March 2022). The last Council meeting before this date is 2 March 2022.
- 1.5 When evaluating changes to the scheme for 2022/23, the current operation and costs of the scheme can be considered. In recommending options for 2022/23, consideration has been given to the COVID crisis and its impact on residents, the economy, the impact on Council resources and the CTR caseload.

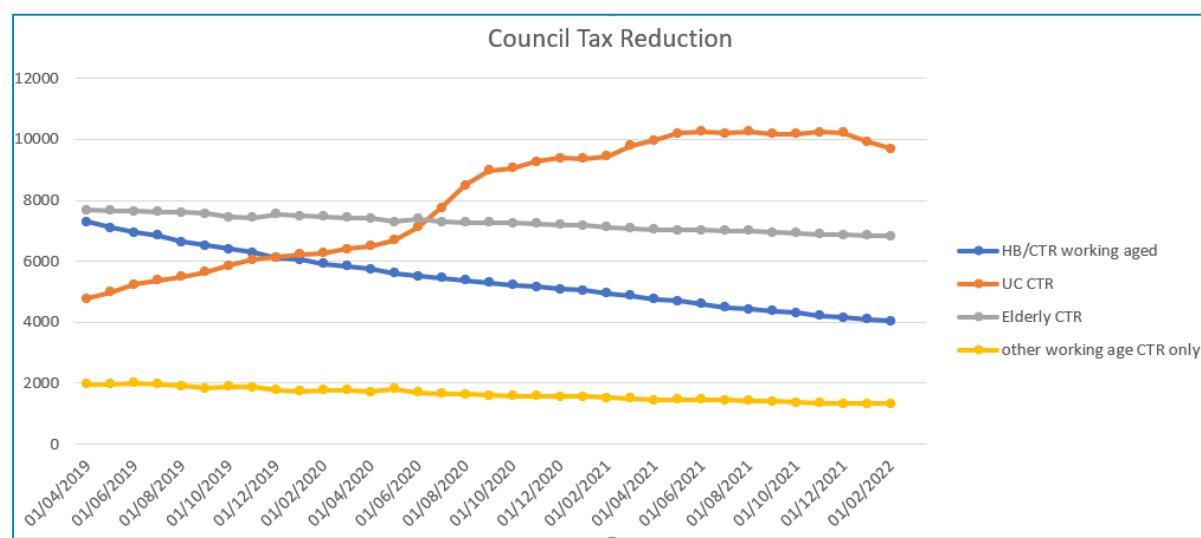
2 Current Position

- 2.1 The Council currently has a CTR scheme that awards a maximum reduction of 85% of a Band A rate of Council Tax and has removed the provision to award second adult rebate for claimants of working age. From April 2019, the Council also introduced changes to support CTR claimants in receipt of Universal Credit (UC) including the application of some earnings disregards and the use of DWP information as a claim for CTR.
- 2.2 Current projections for the annual collection rates for CTR cases due in 2021/22 suggest a collection rate of approximately 80%. This is a slightly higher CTR collection rate to that recovered in 2020/21 which was affected by the major social and economic impact of the

Coronavirus (the 2020/21 collection rate was 77.76%). An additional 5% collection of CTR debt at current CTR award levels could result in an extra £0.301m in Council Tax receipts.

- 2.3 The roll out of the full service of Universal Credit (UC) commenced in Oldham from April 2017. Oldham was an early adopter of UC full service and in August 2021 (the latest available figures), rollout was 68% complete in Oldham East and Saddleworth and 65% in Oldham West and Royton. The North West average is 62%. It will take some time before the full migration of working age claims is complete.
- 2.4 The Government has indicated that managed migration (the bulk transfer of all eligible working age Housing Benefit (HB) cases to UC by Local Authority) will be complete nationally by March 2025 although no indicative timetable has been set for Oldham to date. The slow migration of HB to UC has resulted in the emergence of UC/CTR as a new CTR working age scheme, with some discrete differences in calculation methods to determine needs and income from those used for legacy benefits such as Housing Benefit and CTR for those of pensionable age.
- 2.5 As at 1 February 2022, the overall CTR caseload was 21,886. Table 1 below demonstrates how CTR claims from those who are in receipt of UC remain high with other working age CTR cases are reducing, for example, from those who are in receipt of HB. The number of pensioner claims has also reduced slightly. The management of UC/CTR creates an administrative burden for Local Authorities as data files are received from the Department for Work and Pensions (DWP) each month confirming changes to entitlement however small. The Unity Partnership Ltd, who deliver operational Revenues and Benefits services on behalf of the Council, automated the assessment of some of these files pre pandemic. COVID response work was prioritised from March 2020 but the team have now resumed this automation programme. Once file automation has been maximised, consideration of an alternative scheme for UC/CTR cases would be appropriate beyond 2022/23.

Table 1: CTR Caseload Changes



- 2.6 The rapidly changing environment created by the pandemic has presented difficulties in accurately modelling financial impacts of both retaining the existing CTR scheme for 2022/23 or introducing a revised scheme.
- 2.7 During 2020/21, the Government provided funding in the form of a grant (the Hardship Fund) which enabled the Council to provide hardship relief to Council Tax Reduction recipients of working age. This specific funding was discontinued for 2021/22. The Council continues to

make awards to residents who are experiencing severe financial hardship under the Exceptional Hardship Payments (EHP) scheme although the budget for this is expected to be £0.075m in 2022/23.

- 2.8 The 2021/22 Local Government Finance Settlement advised of a new grant, the Local Council Tax Support Grant (Oldham's allocation was £3.183m for 2021/22) which recognised the financial impact on Councils of the increase in CTR claimants. This was an un-ringfenced grant and the Council used it to support the 2021/22 budget to compensate for the foregone Council Tax income caused by the lower Tax Base arising from the increased number of CTR claimant (see a more detailed explanation at 3.4).
- 2.9 On 3 February 2022, the Government announced a Council Tax Energy Rebate for 2022/23 of £150 for households in Council Tax Bands A–D. The Council will also be able to operate a discretionary fund for households in need who would not otherwise be eligible for the scheme. This could include those households on low incomes who live in properties valued in Council Tax Bands E-H. Reference to the scheme will be made on the face of the Council Tax bills for 2022/23 and payments made under the scheme will be disregarded as income when determining eligibility for Council Tax Reduction for both pensioners and those of working age. It is important to note that payments will be made outside of the Council Tax system, Council Tax lists will be used solely to identify eligible households. Detailed guidance and funding allocations have yet to be published.

3 Options/Alternatives

- 3.1 Given the current context of COVID, the financial position of the Authority and the uncertainty prevailing, there are 3 main options presented for consideration. These are:

Option 1: Maintaining the present level of support i.e., limiting the level of support to 85% of Council Tax for a Band A property as the maximum amount available.

Option 2: Limiting the maximum level of support from 2022/23 to 82.5% of Council Tax for a Band A property

Option 3: Limiting the maximum level of support from 2022/23 to 80% of Council Tax for a Band A property

The key issues in relation to each of these options are set out below.

Option 1 Maintain the current 85% of a Band A maximum scheme

- 3.2 The current scheme limits the maximum CTR award to 85% of Council Tax for a Band A property. The scheme is understood and established in Oldham. This scheme requires a minimum payment towards Council Tax for all those of working age. Oldham's scheme requires a minimum payment of 15% of a Band A Council Tax charge which is set out in the table below. The payments made by eligible households in properties from Bands B to H are therefore reduced by a maximum of £1,151.56 (the difference between the Band A charge and the minimum payment).
- 3.3 An overall CTR collection rate of 80% would deliver the income needed to meet the Council Tax requirements for 2022/23 if the current scheme remained in place. A comparison of the maximum levels of support for 2021/22 for Greater Manchester Local Authorities is set out in Table 2.
- 3.4 CTR is a demand led scheme so costs can fluctuate as the caseload changes. The working age caseload increased as more residents claimed UC during the onset of the COVID crisis

reaching a peak in May 2021. The Council Tax Tax Base makes an allowance for the increased cost of the CTR scheme by reducing the assumed level of Council Tax that can be collected. The impact of the increase in claimants, taking the April 2020 working age CTR claimant numbers compared with claimant numbers in February 2022, has reduced the 2021/22 Tax Base by an estimated 307 Band D equivalents which equates to approximately £0.626m in foregone Council Tax Income (of which the Councils share is £0.531m). However, by February 2022, the Tax Base had seen some recovery so the full impact in cash terms over the period from April 2020 is much higher.

- 3.5 The financial impact is not only in relation to the reduction in the Tax Base compared to both 2020/21 and 2021/22 levels. The level of Tax Base growth for 2022/23 and future financial years is also less than would otherwise have been the case without COVID, thus impacting on the budget reduction requirement.

Table 2: Great Manchester Local Authority Council Tax Reduction Charges 2021/22

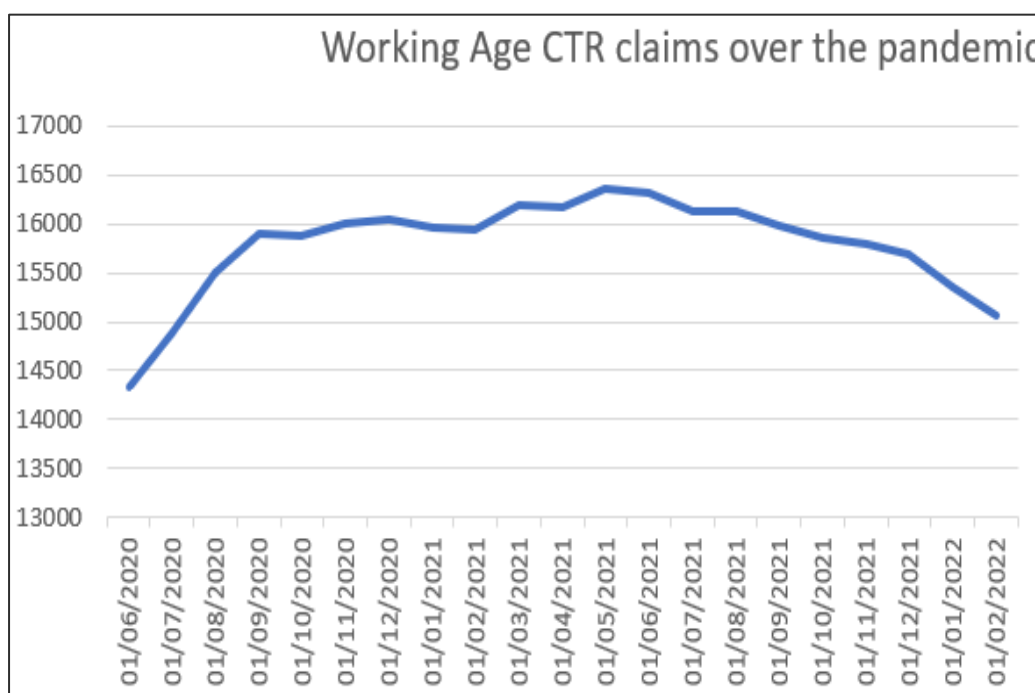
Local Authority	Council Tax Band A 2021/22	Maximum Support %	Annual Charge At Band A	Monthly (12 Months)	Monthly (10 Months)	Minimum Weekly Payment if in receipt of Full CTR
Bolton	£1,255.35	87.50%	£156.92	£13.08	£15.69	£3.01
Bury	£1,333.94	80%	£266.79	£22.23	£26.68	£5.12
Manchester	£1,203.89	82.50%	£210.68	£17.56	£21.07	£4.04
Oldham	£1,354.78	85%	£203.22	£16.93	£20.32	£3.90
Rochdale	£1,357.74	85%	£203.66	£16.97	£20.37	£3.91
Salford	£1,343.29	88%	£161.19	£13.43	£16.12	£3.09
Stockport	£1,372.76	100%	£0.00	£0.00	£0.00	£0.00
Tameside	£1,275.60	75%	£318.90	£26.58	£31.89	£6.12
Trafford	£1,146.71	100%	£0.00	£0.00	£0.00	£0.00
Wigan*	£1,076.71	80%	£215.34	£17.95	£21.53	£4.13

*except for households with Children under 5

- 3.6 As advised earlier, in 2021/22 the Government has provided support in relation to the impact of Council Tax foregone arising from COVID in the form of the Local Council Tax Support Grant funding of £3.183m. This has not been continued into 2022/23, so the reduction in Tax Base and foregone Council Tax is one of the budget pressures that must be addressed when considering balancing the revenue budget for 2022/23.
- 3.7 Other mechanisms the Government has introduced to support Councils is allowing 2020/21 Collection Fund losses to be addressed over 3 financial years (2021/22 to 2023/24) and introducing a Tax Income Guarantee Grant which was paid in 2020/21 and used to support the 2021/22 budget. These were one-off initiatives and are not available for 2022/23.
- 3.8 A challenge in considering the financial impact on both CTR recipients and the Council is just how quickly the economy might pick up in 2022/23 which would potentially reduce the numbers of households qualifying for CTR. In considering the option not to change the level of CTR, Members are reminded that the Tax Base has begun to recover but is still significantly lower than the pre-COVID expectations and this has a consequent impact on overall level of Council Tax available to support the 2022/23 budget.

- 3.9 The furlough scheme (Coronavirus Job Retention Scheme) concluded on 30 September 2021 as did the fifth grant under the Self-Employed Income Support scheme and the Universal Credit £20 uplift. Self-employed recipients of Universal Credit had not been subject to the minimum income floor during the pandemic, but this was also re-instated (with some exceptions) from 31 July 2021. The impact of the phasing out of these schemes that have provided financial help for residents throughout the pandemic, in shifting the demand for support under the Local Council Tax Reduction scheme and residents' ability to pay over the remainder of 2021/22 and into 2022/23 is yet to be felt. It is difficult to estimate the full economic impact of the pandemic. For example, a reduction in the working age caseload could be indicative of the withdrawal of COVID related welfare benefits support in 2021/22 rather than increasing income levels for residents. Table 3 illustrates the change in the CTR working age caseload from March 2020 to February 2022.

Table 3: Working Age Caseload over the COVID crisis



Options 2 and 3 – Reducing the maximum support to 82.5% or to 80%

- 3.10 Increasing the Council Tax charge by reducing the support available for those in receipt of Council Tax Reduction has been a common approach taken by Local Authorities since 2013. Many of those with high minimum payments also have cut CTR in other ways e.g., removing earnings disregards. The Council may wish to reduce the level of maximum support offered to counteract any rising costs of the scheme because of increases in caseload.
- 3.11 For Oldham, based on the 2021/22 position, Council Tax income would potentially increase in 2022/23 by £0.290m for each 2.5% reduction in Council Tax support assuming a prudent collection rate of 80%. Oldham's share of this income would be £0.263m, once the Greater Manchester Combined Authority (GMCA) has received its share for the Mayoral Police and Crime Commissioner precept and Mayoral General Services precept including Fire Services.
- 3.12 It is important to note that an increase in minimum payments can impact collection levels and result in Council Tax becoming a more regressive tax for residents in receipt of low incomes than for those on higher incomes. An increase in Council Tax for those on low

incomes at a time when the COVID-19 crisis is having a detrimental impact on the local economy and the availability of jobs taken together with the withdrawal of the Government's package of crisis financial support for benefit claimants, would also impact on residents' ability to make payments.

- 3.13 The impact of lockdowns during the pandemic may have affected residents' overall ability to pay household bills. A Citizens Advice October 2020 report ¹ Lockdown Debts – Estimating the Size of Lockdown Arrears suggested that there could be up to £1.6 billion of lockdown arrears affecting 1 in 9 UK adults (11%); affecting a total of 6 million people (see Table 4 below).

Table 4: National Value of Lockdown Arrears

Household bill type	Number of households behind on household bills	Estimated total value of arrears for household bills
Rent (including social rent)	628,000	£909,000,000 ⁴
Council Tax	1,459,000	£284,000,000 ⁵
Energy	1,489,000	£209,000,000
Broadband + telephone	1,818,000	£109,000,000
Water	1,573,000	£76,000,000
Mobile Phone	1,382,000	£26,000,000
Credit card	1,466,000	£11,000,000
Total debt		£1,624,000,000

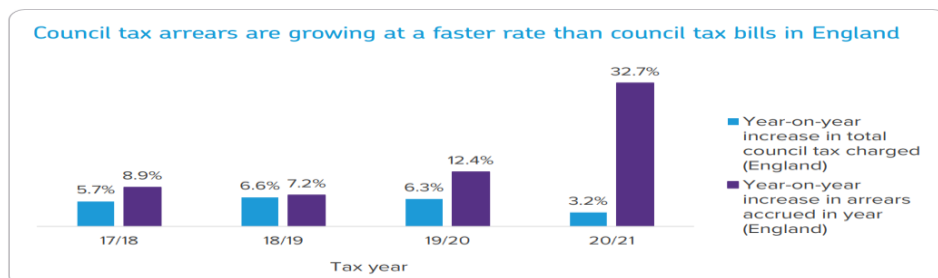
Source: Citizens Advice 2020

- 3.14 A minimum payment of 17.5% for Oldham would still place the Council at the lower end of minimum payments required from residents across the country.
- 3.15 Council Tax was increased by 2.99% by Oldham Council in 2021/22 and the Council proposes increasing Council Tax by 3.99% for 2022/23. There are wider current economic impacts of COVID and the legacy impacts of the Government's pre-existing Welfare Reform programme. An increase in the minimum payment from 15% to 17.5% or 20% may result in Council Tax becoming less affordable for residents and result in increased Council Tax arrears from this group.

¹ [Lockdown debts.pdf \(citizensadvice.org.uk\)](https://citizensadvice.org.uk/lockdown-debts.pdf)

- 3.16 In July 2021, the Money Advice Trust ² issued its ‘Council Tax after Covid’ report in which it is argued that Local Authorities applying minimum payments for their residents also attract high collection costs. Table 5 also shows how increases in Council Tax arrears are outstripping Council Tax rises, particularly during the pandemic.

Table 5: Council Tax Arrears and Council



Source: Money Advice Trust 2021

- 3.17 It is important to note that if the maximum support was reduced to 82.5% or 80% it would have the impact of raising the amount of Council Tax to be collected and hence potentially reducing some of the losses and issues outlined at paragraphs 3.4 to 3.5; however, it may lead to a further increase in arrears.

4. Preferred Option

- 4.1 The preferred option is Option 1 – to retain the current 85% scheme in 2022/23
- 4.2 Assuming there is Member approval of the 2022/23 scheme at Budget Council on 2 March 2022 and following the inclusion of prescribed scheme regulations for 2022/23 which were published on 13 January 2022, the Council’s revised CTR scheme will be published on the Council’s website.
- 4.3 Members will be aware that discretionary funding is available to support those residents in most need. The 2022/23 revenue budget for this Exceptional Hardship Allocation is expected to be £0.075m for 2022/23 and can be awarded under Section 13a(1)(c) of the Local Government Finance Act 1992 (as amended). A further discretionary fund will be available to support those not eligible for the Council Tax Energy Rebate as detailed in paragraph 2.9.

5 Consultation

- 5.1 Any changes to the 2022/23 scheme require prior consultation with the major preceptor, the GMCA, with regard to the Mayoral Police and Crime Commissioner precept and Mayoral General Services precept including Fire Services. There would also be a requirement to carry out a public consultation.
- 5.2 The Council has notified GMCA of its intention not to amend the CTR scheme in 2022/23. Given this intention, there is no requirement for public consultation.
- 5.3 An important part of the consultation process is the scrutiny of the proposed CTR scheme by the Policy Overview and Scrutiny Committee. At its meeting on 27 January 2022, the Committee scrutinised the proposed CTR scheme for 2022/23. The Committee agreed the

² [Council tax after covid report.pdf \(moneyadvicetrust.org\)](https://www.moneyadvicetrust.org/council-tax-after-covid-report.pdf)

proposal that there should be no changes to the 2021/22 CTR scheme for 2022/22. It was therefore content to commend the proposed CTR scheme for 2022/23 to Cabinet without additional comment.

6 Financial Implications

- 6.1 The direct grant previously paid by the Ministry of Housing, Communities and Local Government (now the Department for Levelling Up, Housing and Communities) for Council Tax Reduction Support has now been subsumed within the Council's Settlement Funding Assessment and Revenue Support Grant (RSG) figure which has itself been incorporated within Business Rate Top Up grant under the piloting of 100% Business Rate Retention. The link between CTR arrangements and grant compensation is no longer evident, given the reduction in the level of grant funding from 2010 until 2019/20 (pre-pandemic).
- 6.2 As at the time of preparing this report, 84.92% of CTR claimants have made some payment towards their 2021/22 Council Tax bills, suggesting a collection rate at the end of the financial year of approximately 80%. As outlined above, data is not available to assess how many of these claimants making payments will fall into arrears during the rest of the year, however it is envisaged that proactive collection methods implemented by the Unity Partnership Ltd., will enable the Council to collect an amount of approximately 80% of the amount due in 2021/22. Weekly monitoring of the collection rate is being maintained to manage the risk of non-collection. One perceived risk at this stage is that the present collection rate will reduce throughout the remainder of the financial year and beyond as a result of the impact of COVID-19 on the local economy. The amount of disposable income many of the scheme's claimants will have available to meet Council Tax and other financial commitments is likely to reduce. This would have the impact of increasing the risk of arrears from those who are currently paying their Council Tax.
- 6.3 In addition to the impact of collection rates of CTR outlined above and as a direct result of current economic conditions resulting from the COVID pandemic, there was a significant increase in the overall numbers of working age claimants of CTR. This resulted in a sharp decline of the overall Council Tax Base, as more taxpayers became entitled to CTR. As stated in para 3.4, the Tax Base at February 2022 was 307 Band D equivalents lower than the position at start of the pandemic which coincided with the start of the 2020/21 financial year. Using the total Oldham Band D Council Tax charge for 2021/22 of £2,037.21 and multiplying this by the reduction, this equates to Council Tax income foregone of approximately £0.626m (the Oldham Council element is reflected in losses of £0.531m). It is important to note that the February 2022 position reflects an improvement as the Tax Base has continued to rise month on month during 2021/22, hence overall losses have been much higher. This is clearly very important in the context of the financial position of the Council. It influenced the setting of a reduced Tax Base for 2021/22. However, given the evident reduction in CTR claimants, Cabinet on 24 January 2022, approved a report that increased the Council Tax Tax Base for 2022/23 to 57,450 an increase of 250 over the 2021/22 Tax Base (although this is still below pre-pandemic levels).
- 6.4 During 2020/21, the Government provided funding in the form of a grant (the Hardship Fund) which enabled the Council to provide hardship relief to Council Tax Reduction recipients of working age. This specific funding was discontinued for 2021/22.
- 6.5 The Government provided support in 2021/22 in relation to the impact of Council Tax foregone arising from COVID in the form of the Local Council Tax Support Grant funding of £3.183m. This has not been continued into 2022/23, so the reduction in the Tax Base and foregone Council Tax is one of the budget pressures that must be addressed when considering balancing the revenue budget for 2022/23.

- 6.6 The Government also provided support for the 2021/22 budget in the form of a grant, the Local Tax Income Guarantee and it also provided support by allowing 2020/21 Collection Fund losses to be addressed over 3 financial years (2021/22 to 2023/24). Both these initiatives were one-off support.
- 6.7 On 3 February 2022, the Government announced a Council Tax Energy Rebate for 2022/23 of £150 for households in Council Tax Bands A–D. The Council will also be able to operate a discretionary fund for households in need who would not otherwise be eligible for the scheme. This could include those households on low incomes who live in properties valued in Council Tax Bands E-H. Reference to the scheme will be made on the face of the Council Tax bills for 2022/23 and payments made under the scheme will be disregarded as income when determining eligibility for Council Tax Reduction for both pensioners and those of working age. It is important to note that payments will be made outside of the Council Tax system, Council Tax lists will be used solely to identify eligible households. Detailed guidance and funding allocations have yet to be published.
- 6.8 At this stage, it is also unclear just how quickly the economy might pick up as the country emerges from the pandemic which would potentially reduce the numbers of households qualifying for CTR.
- 6.9 The table below summarises the current scheme and potential options for consideration. Only two options have been modelled for the purposes of this report. Each option assumes collection rate of 80% (deemed feasible given current projected collection levels).

Scheme Options	% Band A Property	CTR Billed	Collection Rate	CTR Income
	%	£m	%	£m
	87.5	5.658	80	4.526
	85.0	6.021	80	4.816
	82.5	6.384	80	5.107
	80.0	6.747	80	5.398

- 6.10 For each 2.5% movement of CTR benefit, based on 2021/22 Council Tax levels, Council Tax income shifts by approximately £0.363m. However, this is the Council Tax income figure prior to apportionment over the appropriate precepting percentages and projected collection rates of 80%. In 2021/22, the present allocation percentages are Oldham Council 84.82%, GMCA for Mayoral Police and Crime Commissioner Services 10.71% and finally GMCA for Mayoral General Services including Fire Services at 4.47%. Therefore a £0.363m movement would benefit Oldham Council's available funding by approximately £0.290m after projected collection losses. It is then further reduced following the apportionment to the Council to £0.246m.
- 6.11 The average impact to claimants assuming February 2022 caseload numbers of 21,886 claimants of which there are 15,057 working age cases, and providing these remain constant, for each 2.5% CTR movement, a claimant is likely to see a +/-£23.63 adjustment to their CTR benefit depending on whether the CTR scheme is made more or less beneficial.
- 6.12 Given all the information presented above, the maintenance of an unchanged CTR scheme can be managed within the context of the current financial position of the Council.
- (Anne Ryans/John Hoskins)

7. **Legal Services Comments**

- 7.1 The legislation states that each year an authority must consider whether to revise its Council Tax Reduction scheme.
- 7.2 The revision of a scheme is a decision that the legislation reserves to full Council. Any revision to apply to the scheme for the following year must be made no later than 10 March of the preceding financial year.
- 7.3 No revision of a scheme can occur unless the authority has, in the following order:
1. Consulted with the major precepting authority – The Greater Manchester Combined Authority for Police and Fire services
 2. Published a draft proposed scheme
 3. Consulted with others likely to have an interest in the scheme
- 7.4 In order to discharge its duties under the Equality Act 2010, the authority will need to consider the effects of proposals on people with a protected characteristic as defined by the Act, which can be done by way of an equality impact assessment as happened before the present scheme was made.
- 7.5 In this circumstance, vulnerable residents and residents generally will benefit from the option proposed. It would therefore be unlikely that any legal challenge would ensue from this action. (Alex Bougatef)

8. **Co-operative Agenda**

- 8.1 The approval of support for residents who are of working age and on low incomes is consistent with and embraces the principles of the co-operative agenda.

9 **Human Resources Comments**

- 9.1 None

10 **Risk Assessments**

- 10.1 There are several risks to be managed in this process:
- Ensuring the revised scheme is not subject to a legal challenge on the basis of equality legislation
 - Developing a scheme which is both fair and affordable to the Council in 2022/23 particularly as it will only be based on limited collection rates information early in the financial year
 - A more challenging financial environment with greater uncertainty than in previous financial years through which an early decision needs to be made on the make-up of the scheme for the next financial year.
 - Linking in Council Tax Collection processes to the Council's Council Tax Collection Strategy. (Mark Stenson)

11 **IT Implications**

- 11.1 None

12 **Property Implications**

- 12.1 None

13 **Procurement Implications**

13.1 None

14 **Environmental and Health & Safety Implications**

14.1 None

15 **Equality, community cohesion and crime implications**

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

15.2 Demonstrating that 'due regard' has been given involves:

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

N.B. Having due regard does not mean the Council cannot make decisions which have the potential to impact disproportionately. It means that we must be clear where this is the case and must be able to demonstrate that we have consulted, understood and mitigated the impact.

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

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

15.4 As with previous Council Tax Reduction Schemes from 2013, an Equality Impact Assessment has been prepared to try to identify any potential disproportionate adverse impacts arising from the proposed scheme and to identify any actions which might mitigate these impacts (see Appendix 1).

16 **Equality Impact Assessment Completed?**

16.1 An Equality Impact Assessment is set out at Appendix 1.

17 **Key Decision**

17.1 Yes

18 **Key Decision Reference**

18.1 FLC-16-21

19 **Background Papers**

- 19.1 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: The background papers to this report are both available on
 www.oldham.gov.uk
 4 March 2021 Council Report Council Tax Reduction Scheme 2021/22
 23 April 2020 Cabinet Report Hardship Funding 2020/21

Officer Name: Caroline Lee and Anne Ryans
Contact no: 0161 770 4905/4902

20 **Appendices**

- 20.1 Appendix 1 – Equality Impact Assessment

Stage 1: Initial screening

Lead Officer:	Caroline Lee
People involved in completing EIA:	Caroline Lee Amanda Cawdron
Is this the first time that this project, policy or proposal has had an EIA carried out on it? If no, please state date of original and append to this document for information.	No EIAs have been completed annually since 2013. This EIA covers the proposed scheme for 2022/23

General Information

1a	Which service does this project, policy, or proposal relate to?	The Council Tax Reduction Scheme.
1b	What is the project, policy or proposal?	The approval of Oldham's CTR scheme for 2022/23. Since 2013, all Local Authorities have been placed under a duty to agree a localised Council Tax Support Scheme for those of working age at full Council. The scheme for those of pensionable age is determined nationally. The Local Government Finance Act 2012 obliges the Council to consider on an annual basis whether to review this scheme no later than 10 March prior to the start of a financial year. For Oldham for 2022/23, this means that the scheme must be considered at the 2 March 2022 Budget Council Meeting. The Council made a change to the Council Tax Reduction Scheme in 2015/16 increasing the maximum reduction awardable from 80% of the Band A rate of Council Tax to 85%. Following a public consultation exercise in Autumn 2018, the scheme was amended from April 2019 to introduce a range of changes to the scheme largely aimed at those CTR claimants who receive Universal Credit (UC). These included the application of some earnings disregards and treatment of information received from the Department for Work and Pensions (DWP) about UC as a claim for CTR. There were no changes to the CTR scheme for either 2020/21 or 2021/22 and none are proposed for 2022/23

1c	What are the main aims of the project, policy or proposal?	There are three key aims of the proposals: 1. To continue to use a scheme that is affordable. By February 2022, 84.92% of claimants had made some payment towards their 2021/22 bills suggesting an outturn collection rate of 80%. Weekly monitoring of the collection rate is being maintained to manage the risk of non-collection. One perceived risk is that claimants, who have already been subject to Welfare Reform changes, begin to find it harder to make payments because of the financial impacts of the COVID 19 pandemic and the withdrawal of COVID related enhancements to the Welfare Benefits system such as the removal of the £20 Universal Credit (UC) uplift and the reinstatement of the minimum income floor for self- employed UC claimants in 2021. If the amount of disposable income available to meet Council Tax and other financial commitments reduces, this could have the impact of increasing the risk of arrears from those who are currently paying their Council Tax. The Authority faces significant challenges to balance the budget in 2022/23 and the impact on Council Tax collection of the pandemic during 2022/23 is uncertain. The Council is acutely aware that shortfalls in Council Tax collection mean creating a budget pressure that has the potential to require further savings to be made from within Council services. 2. To continue to use a scheme that limits the financial impact across all Council Tax Reduction recipients. The protection for residents of pensionable age must be kept in place in line with the current national scheme, and the cost of doing this needs to be aligned with the need to protect vulnerable groups and provide incentives to work. Whilst not providing a specific definition for vulnerable groups, the Government did advise that Authorities should consider their duties under specific legislation when designing a scheme, namely: The Equality Act 2010 Child Poverty Act 2010 The Housing Act 1996 Whilst there is no legal duty to protect people on low incomes (this was revoked in December 2010), as a borough with several deprived areas, Oldham still

		chooses to continue considering the impact of any decisions on this group. This Council continues to consider people on low incomes as part of our equality impact assessment (EIA) process. We have undertaken in-depth research into the scale of the impact of welfare reforms on Oldham and its people. A report in January 2015 on the impact of welfare reform highlighted the following groups as particularly vulnerable: • Single people and young single people in rented accommodation • Younger people in general • Older people with disabilities. A report in August 2015 looking at the Government proposals for welfare and tax reform (now the 2016 Welfare Reform and Work Act) showed that those not in work, especially those with children as well as lone parents overall and families with only one earner would be the most heavily affected by the changes. In January 2016, the Council looked in detail into one of the groups most affected by these reforms, namely those aged between 18-24. In September 2016, the Council investigated the impact of welfare reform on the debt and finances of local people. In March 2019, there was an investigation into the impact of welfare reform by the rollout of Universal Credit and the benefit freeze. Alongside the detrimental impacts of welfare reform and current economic policy it was found that in general for residents, incomes for low to middle income families were lower in real terms than they had been 15 years earlier. To mitigate this, the Council is planning to adopt the Living Wage Foundation National Living Wage during 2022/23. These findings are factored in when identifying those who are most vulnerable under the scheme.

3. To continue to maintain a scheme that will enable the Council to collect as much Council Tax as possible, whilst supporting residents to meet their payments.

Current projections for the annual collection rates for CTR cases due in 2021/22 suggest a collection rate of around 80%. This is a higher CTR collection rate to that recovered in 2020/21 due to the continuing recovery from the major social and economic impact of the Coronavirus (the 2020/21 collection rate was 77.76%).

The Council encourages early payment by engaging with residents more pro-actively, identifying vulnerable people early in the Council Tax recovery process and signposting to partners and stakeholders where wider support is needed.

We have signed the Citizens Advice debt protocol supporting ethical collection methods and link with the debt charity StepChange to provide support to vulnerable residents. The Council uses the Money Advice Service's recommended Standard Financial Statement (SFS) which standardises affordable repayment arrangements with residents.

In 2020, the Council suspended reminder, summons, liability order and enforcement agent activity at the point of the first national lockdown in March until August 2020 to support those suffering the immediate impacts of the pandemic.

The Council allocated Hardship Funding of £3.015m to fund £150 hardship payments to CTR claimants of working age during 2020/21 and to ensure CTR claimants were not detrimentally affected by the change in Housing Benefit earning disregard regulations introduced under the Social Security (Coronavirus) (Further Measures) Regulations 2020) (SI 2020/371).

This protection is not in place in 2021/22. The Council has Exceptional Hardship Payment (EHP) funding to help residents in most need (the EHP scheme was introduced in 2018) and will continue to use this in 2022/23.

On 3 February 2022, in response to rising fuel prices, the Government announced a Council Tax Energy Rebate for 2022/23 of £150 for households in Council Tax Bands A–D. The Council will also be able to operate a discretionary fund for households in need who would not otherwise be eligible for the scheme. This could include those households on low

		incomes who live in properties valued in Council Tax Bands E-H. Payments will be made outside of the Council Tax system. The Council launched its We Can Help campaign in December 2020 signposting emergency support to residents such as Local Welfare Provision, Free School Meals, Warm Homes, Discretionary Housing Payments and others. This campaign continues to be refreshed to include updated information and support available to residents. The Council has used Department for Work and Pensions (DWP) funding from the Winter Grant, Local Covid Support Grant and Household Support Grant schemes to support families with children and young people with food over the school holiday periods since Christmas 2020. Additional funding has also been allocated from the Winter Grant Fund in 2020/21 and the Household Support Grant (HSG) in 2021/22 for the Warm Homes scheme to fund fuel vouchers for those with prepayment meters and support a boiler repair/replacement service. In 2021/22, allocations from the HSG have also supported Homelessness Prevention Payments, the Local Welfare Provision Scheme, devices and data to tackle digital exclusion and distribution of emergency supplies administered by the Voluntary, Community, Faith and Social Enterprise (VCFSE) sector co-ordinated by Action Together.
1d	Who, potentially, could this project, policy or proposal have a detrimental effect on, or benefit, and how?	The proposal for the 2022/23 scheme is not to change the current support provided through the CTR scheme. On this basis there will be no disproportionate detrimental impact on the equality of groups from the proposal put forward. The recommendation is: 1) The continuation of providing support to a maximum of 85% of Council Tax of a Band A Property.

1e. Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups? If so, is the impact positive or negative?				
	None	Positive	Negative	Not sure
Disabled people	☐	☒	☐	☐
Particular ethnic groups	☐	☒	☐	☐
Men or women (include impacts due to pregnancy / maternity)	☐	☒	☐	☐
People of particular sexual orientation/s	☒	☐	☐	☐
People in a Marriage or Civil Partnership	☒	☐	☐	☐
People who are proposing to undergo, are undergoing or have undergone a process or part of a process of gender reassignment	☒	☐	☐	☐
People on low incomes	☐	☒	☐	☐
People in particular age groups	☐	☒	☐	☐
Groups with particular faiths and beliefs	☐	☒	☐	☐
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?				
<i>Vulnerable residents, carers or serving and ex-serving members of the armed forces</i>		☒	☐	

If the answer is “negative” or “not sure” consider doing a full EIA

1f. What do you think that the overall NEGATIVE impact on groups and communities will be? Please note that an example of none / minimal impact would be where there is no negative impact identified, or there will be no change to the service for any groups. Wherever a negative impact has been identified you should consider completing the rest of the form.	None / Minimal	Significant
	☒	☐

1g	Using the screening and information in questions 1e and 1f, should a full assessment be carried out on the project, policy or proposal?	Yes ☐ No ☒

1h	How have you come to this decision?	The proposal for the 2022/23 scheme is to maintain the support provided through the scheme. An alternative option proposed was to reduce the financial help available through the CTR scheme. As the proposed approach is not to change the support via the CTR scheme, it is considered that there will be no disproportionate impact to those with protected characteristics.

Stage 5: Signature



Lead Officer: Amanda Cawdron **Date:** 01.12.2021

Approver signature: Caroline Lee **Date:** 4.2.2022

EIA review date: November 2022

What we know about those currently claiming Council Tax Reduction?

Current Council Tax Reduction claimants

As of February 2022, the number of claimants was 21,886.
78% of CTR claimants live in Band A properties.

Potential impact on people of a particular age

The breakdown of claims by claimant type is as follows:

Type of Recipient	Number	%
Pensionable Age	6,829	31.20
Working Age - other	5,365	24.51
Working Age - UC	9,692	44.29
Total	21,886	100.00

This shows that those people of working age (69% of the entire claimant group) are adversely affected, particularly since there is a mandatory requirement to protect those of Pensionable Age

Impact on those on low incomes

Universal Credit impacts on levels of CTR for working age households.

As of November 2021, there were 11,325 Universal Credit and Job Seekers Allowance claimants in Oldham (4,625 claimants more than in January 2020 due to the COVID economic shock). While Oldham continues to have the highest claimant rate in Greater Manchester, and higher than the England average, there is now a pattern of decrease which might, if continued, return to pre-Covid levels early in 2023. A return to pre-Covid levels is not expected until 2023 at the earliest, and this is reflected in the continued high demand for food bank support in Oldham.

Impact on those with a disability

A total of 3,116 of working age claimants (20%) have a disability premium within their benefit calculation. Whilst this indicates that the individual is considered to have some form of disability, it does not tell us the nature or extent of the disability.

Collection rates

Collection rates are improving when compared with the same period in 2020/21 but are still lower than pre-pandemic levels.

	31 Jan. 2022	31 Jan. 2021	31 Jan. 2020
Council Tax Collection	89.94%	88.72%	90.12%

Recovery Activity

There are 6,553 households in receipt of CTR where accounts are now subject to recovery action, a significant increase in comparison with 2020/21 where 1,644 accounts were in recovery. The reason for the increase is largely because of the suspension of recovery activity in 2020 and the low number of dates made available to the Council by the Magistrates Court to secure debts via Liability Orders.

The Tables below shows those accounts broken down by property band.

2019/20

Band	A	B	C	D	E	F	G	H	Total
Number	2,803	288	126	51	8	1	2	0	3,279

2020/21

Band	A	B	C	D	E	F	G	H	Total
Number	1,113	286	178	50	13	3	1	0	1,644

2021/22

Band	A	B	C	D	E	F	G	H	Total
Number	5,514	621	333	63	16	5	1	0	6,553

Other financial impacts

- Indices of Deprivation 2019: 19th Most deprived Local Authority
- Child Poverty
 - Relative Poverty: 37.7% in 2019/20, (28.8% 2014/15). 2nd highest Local Authority.
 - Absolute Poverty: 31.6% (28.5% 2014/15), 3rd highest nationally
 - Coldhurst 66.8% relative poverty (highest ward nationally), Saddleworth South 8% (caution is urged over ward figures, however the inequality is clear)
- Life Expectancy at birth (2018-20 unless stated)
 - Males 2.2 years behind England, Females 2.6 years
 - Males 3.3 years behind females
 - Males 12.0 year ward gap, females 12.9 years (best to worst) (2015-19 Public Health England Local Health)

Appendix (i) to EIA

Several actions identified in developing the 2021/22 scheme were intended to mitigate the impact of CTR and the wider context of the COVID-19 pandemic and long- term impact of the welfare reform agenda. These are:

Activity	Update
Continue to promote existing flexible payments method	Through a range of difference communication channels • Social media (Facebook and Twitter) • My Account • Website • Council Tax information • Promotion on revenues and benefits letters • Call waiting message • Early text reminder • On the Annual bill envelopes
Review effectiveness and take up of current payment methods and introduce new payment options where appropriate	Residents can elect to pay Council Tax over a range of payment dates 1st, 8th, 15th and 24th of the month and over 10 or 12 months Residents can pay online, by 24/7 telephone touchtone payments, at Post Offices and Payzone outlets
Continue to deliver energy advice and assistance	The Warm Homes Oldham service offers energy advice and assistance to residents. The service also offers heating and insulation upgrades, support with fuel debt and income maximisation, and other activities to reduce energy bills. Additional funding has been added to the Warm Homes programme since December 2020 to fund fuel vouchers for those with pre-payment meters and to support a boiler repair / replacement service.
Identify and establish referral arrangements to a wider range of support services	We refer to StepChange national debt charity when residents have wider debt issues than Council Tax. The Helpline was introduced in 2020, triaging support to a wide range of Council services and advice to support those in emergency need and those impacted by COVID.
Support & Inclusion Team to provide support and assistance to those in crisis and to support residents to improve their financial position.	Introduced in April 2021, the Support and Inclusion team accepts referrals from Council colleagues and third-party referrers of residents who have Council Tax in year arrears and/or previous year debt. Providing budgeting support to assist with money management and debt prevention.

Activity	Update
Welfare Rights Service to continue to support residents to maximise their income through welfare benefits.	Throughout 2021/22, the Welfare Rights Service has continued to support residents and have been proactive in supporting partnership working with VCFSE and in supporting the Children's Society with crisis support projects. The 3 objectives of the service are to: 1. Increase uptake of welfare benefits and raise awareness of the Welfare Rights Service 2. Help tackle poverty and improve health and wellbeing amongst the most vulnerable groups. 3. Support service provision at a local level by attending multi agency and case reviews across district hubs. As at the end of January 2022, the team has generated additional income for the residents of Oldham of over £1.451 million.
Continue to monitor the collection rates on a weekly basis	This allows the focus on recovery to be targeted to the relevant action if collection rates are falling. Oldham has an SMS texting service to remind people at an early opportunity (pre- first reminder) to avoid the issuing of a paper reminder. This early intervention has reduced the need for a paper reminder to be issued by almost 40%.
Get Oldham Working initiatives	The Council continues to encourage people into work. Key achievements for Get Oldham Working between March 2013 and December 2021 have included: 14,135 work related opportunities created. 10,304 job opportunities created and 7,944 filled. 1,866 apprenticeships created and 1,222 filled. 363 traineeships created and 318 filled. 1,557 work experience placements created and 1,502 filled.

Appendix (ii) to EIA

No.	Action	Required outcomes	By whom	Review date
1	Continue to promote existing flexible payments method	Increase collection rates Promote direct debit at annual billing	Revenues and Benefits Manager	March 2023
2	Warm Homes Oldham to continue to provide support with energy bills and related issues	Additional funding using DWP Household Support Fund to support the delivery of fuel vouchers for those with pre-payment meters and a boiler repair / replacement service to tackle fuel poverty (with a stretch target of 1,050 households).	Housing Development and Contracts Manager	April 2022
3	Identify and establish referral arrangements to a wider range of support services	Maximise access to support for residents through the Helpline, Support and Inclusion team, Welfare Rights team.	Housing Benefits, Support Inclusion and Blue Badge Manager Revenues Manager (Unity) Benefits and Welfare Rights Manager	April 2023
4	Maximise support to residents in debt with Council Tax that are referred to the Support and Inclusion Team	Ensure the Council can provide help and assistance to those who experience difficulties thus linking support to outcomes from the Public Health Transformation Agenda. Undertake benefit checks and refer residents for budgeting support and debt advice. Signpost to Make Every Contact Count (MECC) support – Healthy Minds etc	Support & Inclusion Team Manager	August 2022
6	Continue to monitor the collection rates on a weekly basis	Maximise collection rates and target recovery action if collection slows	Unity Revenues Manager	December 2022
7	Identify and support those affected by the future changes to welfare benefits.	Work with partners at a local level supporting place-based working initiative and provide a strength-based provision that allows support to be put in place at the earliest point.	Benefits and Welfare Rights Manager	August 2022

		Proactive membership of GM welfare rights group and GM Mental Health Welfare Rights advisors group for knowledge share.		
8	Review approach to debt collection by the Council	Increase collection rate across all debts. Agree more affordable payment arrangements with residents. Focus on early engagement/ identification of vulnerability/impact of the pandemic on collection. Debt recovery officers are now working with the Support and Inclusion Team to assist people in severe financial hardship where cases are identified. Breathing Space was introduced in May 21 and all qualifying cases are held for 60 days to allow the insolvency service to identify a debt resolution. Increased use of Exceptional Hardship Funding to support those in most need	Unity Revenues Manager	December 2022
9	Link to Get Oldham Working initiatives	Reduced number of unemployed	Head of Lifelong Learning, Employment and Skills Service	April 2022
10	Undertake an annual review of the Council Tax Reduction scheme	The scheme is reviewed considering information gathered from the performance indicators and welfare context. Recommendations for any changes are put to Council. Report to Council recommending any changes to the scheme.	Head of Revenues and Benefits	September to December 2022 February/ March 2023

This page is intentionally left blank

Report to Cabinet



Capital Strategy and Capital Programme 2022/23 to 2026/27

Portfolio Holder: Cllr Abdul Jabbar MBE, Deputy Leader and Cabinet Member for Finance and Low Carbon

Report Author: Anne Ryans, Director of Finance

Officer Contact: Lee Walsh, Finance Manager

14 February 2022

Reason for Decision

To set out the Capital Strategy for 2022/23 to 2026/27 and thereby the proposed 2022/23 capital programme, including identified capital investment priorities, together with the indicative capital programme for 2023/24 to 2026/27, having regard to the resources available over the life of the programme.

Executive Summary

The Capital Strategy

The Council's Capital Strategy and capital programme are set over a five year timeframe. The proposed Capital Strategy and programme for 2022/23 to 2026/27 takes the essential elements of the 2021/22 to 2025/26 and previous years' strategies and programmes and moves them forward in the context of the financial and political environment for 2022/23.

The Strategy does however include a longer-term vision, a forward look at those projects that are likely to run beyond the five year strategy and programme period or be initiated subsequently. This covers a timeframe for the 10 years from 2027/28 to 2036/37.

The format of the Capital Strategy reflects the latest Prudential and Treasury Management Codes issued by the Chartered Institute of Public Finance and Accountancy (CIPFA). The strategy therefore presents:

- A high-level long-term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services.

- An overview of how the associated risk is managed; and
- The implications for future financial sustainability.

The Capital Strategy is presented at Appendix 1. It is prepared in 15 sections and ensures that Members are presented with the overall long-term capital investment policy objectives and resulting Capital Strategy requirements, governance procedures and risk appetite. The sections are:

1. Aims of the Capital Strategy and its links to the Council's Corporate Plan / COVID-19 Recovery Strategy, Creating a Better Place programme, Medium Term Property Strategy, Housing Strategy and Budget and Policy Framework
2. The Principles of the Capital Strategy
3. Priority Areas for Investment
4. Supporting Greater Manchester Devolution and Accessing Levelling Up and Shared Prosperity Fund Resources
5. Affordability, Delivery and Risk Associated with the Capital Strategy
6. Knowledge and Skills
7. Treasury Management
8. Long Term Loans
9. Other Non-Treasury Investments
10. Capital Resources to Support Capital Expenditure
11. Capital Investment and Disposal Appraisal
12. The Prioritisation of Capital Requirements
13. The Procurement of Capital Projects
14. The Measurement of the Performance of the Capital Programme
15. The Capital Investment Programme Board

The Strategy is aligned with the Creating a Better Place programme which is focused on building more homes for the borough's residents, creating new jobs through regeneration and ensuring Oldham is a great place to visit with lots of family friendly and accessible places to go. This also incorporates the Medium-Term Property Strategy and Housing Strategy and aims to deliver its ambition in ways that contribute to a reduction in carbon emissions in support of the Council's Green New Deal strategy.

Section 1 of the Capital Strategy highlights the impact of the COVID-19 pandemic on programme delivery, summarises the recently announced revisions to Prudential and Treasury Management Codes of Practice and describes how the Capital Strategy is shaped by the ethos of being a Co-operative Council, the Corporate Plan and COVID-19 Recovery Strategy. This section of the report also describes more fully the Creating a Better Place programme (encompassing the Medium-Term Property Strategy and Housing Strategy) which accounts for around 2/3rds of planned Capital Expenditure over the five-year period 2022/23 to 2026/27.

The National Infrastructure Strategy (NIS) published alongside the Chancellor's 2020 Spending Review has, in the last year, overseen the launch of the UK Infrastructure Bank; confirmed a further 15 Towns Deals worth £335 million (including Oldham's worth

£24.4m) to revitalise towns across England; and provided £1.2 billion up to 2024/25 for gigabit broadband rollout across the UK.

The Council will aim to access the maximum level of NIS resources to support projects in Oldham and the wider Greater Manchester region, working with the Greater Manchester Combined Authority (GMCA) and other GM Authorities as necessary

Annex C of Appendix 1 sets out the proposed capital expenditure and financing for the period covered by the Capital Strategy, 2022/23 to 2026/27.

The Strategy also advises that the Council is proposing to continue the use the flexibility provided by the Government to use capital receipts to fund the revenue cost of transformation. The 2022/23 revenue budget will rely on up to £2.500m of such funding from capital receipts. Annex D of Appendix 1 presents the Flexible Use of Capital Receipts Strategy.

Capital Programme 2021/22 to 2025/26

The 2021/22 month 8 capital monitoring position presented alongside this report includes expenditure projections that are a key determinant of the 2022/23 programme. As many schemes span more than one year, the anticipated level of reprofiling between years sets the underlying position.

The projected outturn spending position for 2021/22 is £52.558m. The People and Place Directorate which manages all of the major regeneration projects, constitutes the main area of expenditure. Grants and Other Contributions (£19.850m) followed by Prudential Borrowing provide the main source of financing (£26.294m).

Actual expenditure to 30 November 2021 was £23.801m (45.29% of the forecast outturn). This spending profile is in line with that in previous years, however the position will be kept under review and budgets will continue to be managed in accordance with forecasts.

Capital Programme 2022/23 to 2026/27

The Council has set out its capital programme for the period 2022/23 to 2026/27 based on the principles of the Capital Strategy. The Capital Programme and Capital Strategy have been influenced by the level of resources considered available. The level of prudential borrowing included reflects the financing available in the revenue budget, capital receipts align with forecasts and grant funding and other contributions are based on already notified allocations or best estimates at time of preparation. If additional resources become available, projects that meet the Council's strategic capital objectives will be brought forward for approval.

As at the month 8 capital monitoring position, the anticipated expenditure over the five year life of the 2021/22 to 2025/26 strategy was £368.705m, taking 2021/22 aside (£52.558m) leaves £316.147m for the remainder of the approved 2022/23 to 2025/26 capital programme. Following the refresh of existing strategies and the Creating a Better Place programme, and moving forward the planning period by one year, the Capital Strategy for 2022/23 to 2026/27 totals £347.387m.

The capital programme includes proposed expenditure for 2022/23 of £100.248m of which £81.465m, is the largest area of expenditure being on regeneration, schools, transport and infrastructure projects within the People and Place Directorate. Total expenditure decreases to £86.993m, £64.253m, £48.810m and £47.083m in 2023/24, 2024/25, 2025/26 and 2026/27 respectively.

Resources Available to Support the Capital Programme

The Government is continuing to provide significant levels of grant funding. The main sources of grant income are the Towns Fund at £24.400m (£24.200m over the period 2022/23 to 2026/27), along with Education-related Basic Need Capital grant provision of £10.104m over the life of the programme. There are also considerable resources allocated to the Council via the GMCA including the Mayors Cycling and Walking Challenge Fund (£10.125m in 2022/23) and Local Transport Programme - Highway Maintenance Grant totals £14.812m over the strategy period.

The grant funding provided by Government can be split into two categories: un-ringfenced and ringfenced resources, as explained in Section 10 of the Capital Strategy. The majority of capital Government Grant funding is un-ringfenced. Resources classified as ringfenced have to be utilised to finance particular categories of expenditure and therefore are restricted in their use. The 2022/23 capital programme relies on £11.714m of un-ringfenced and £33.787m of ringfenced grants.

As in previous years, a major source of financing remains prudential borrowing. The amount required in 2022/23 (£46.990m) includes borrowing attributed to schemes that have been reprofiled from prior years as well as new borrowing associated with the regeneration programme. The timing of the borrowing is linked to the cash position of the Council and may therefore not mirror the spending/financing profile set out above.

On-going Review of the Capital Programme

There will be a continued review of capital spending requirements as the Council has further regeneration ambitions, but affordability and deliverability will be a key consideration in this regard. It is, however, possible that the capital position may change prior to the start of 2022/23 and during the year as:

- The outcome of specific grant bids which will be announced during 2022/23.
- It is also likely that there will be new initiatives announced later in the financial year.
- There may also be the opportunity to bid for additional funding.
- The Council may identify other funding sources, including capital receipts, to finance additional capital expenditure.

Therefore, the overall capital programme position will be kept under review and any new information regarding funding allocations will be presented to Members in future reports.

Consultation

There has been consultation with the Members of the Capital Investment Programme Board on the proposed Capital Strategy and Capital Programme for 2022/23 to 2026/27. The consideration of the proposed Capital Strategy and Capital Programme for 2022/23 to 2026/27 by the Policy Overview and Scrutiny Committee on 27 January 2022 was a key element of the consultation process. The Committee was content to commend the report to Cabinet.

Recommendations

That Cabinet approves and commends to Council the:

- i) The Capital Strategy for 2022/23 to 2026/27 at Appendix 1 of this report and summarised at section 2.1.
- ii) The capital programme for 2022/23 and indicative programmes for 2023/24 to 2026/27 at Annex C of Appendix 1 and summarised at sections 2.2 to 2.6 of this report.
- iii) The Flexible Use of Capital Receipts Strategy as presented at Annex D of Appendix 1.

Capital Strategy and Capital Programme 2022/23 to 2026/27**1. Background**

- 1.1 In accordance with good practice, the Council has traditionally prepared a Capital Strategy, the overarching aim of which is to provide a framework within which the Council's capital investment plans will be delivered. This Capital Strategy for 2022/23 to 2026/27 has been prepared to cover an initial five year time-frame. Recognising that there is some uncertainty, especially in relation to funding in later years, the Strategy therefore focuses on 2022/23 and 2023/24 in detail.
- 1.2 The Strategy does however include a longer term vision, which also covers the time frame for 10 years from 2027/28 to 2036/37. This takes a forward look at those projects that are likely to run beyond the initial five year strategy and programme period.
- 1.3 The format of the Capital Strategy reflects the latest Prudential and Treasury Management Codes issued by the Chartered Institute of Public Finance and Accountancy (CIPFA). As advised at 1.7, there had been consultations throughout 2021 with the new revised Codes being issued on 20 December 2021. The strategy therefore presents:
- A high-level long-term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services;
 - An overview of strategic policy objectives, governance procedures and how associated risks are managed;
 - The implications for future financial sustainability.
- 1.4 This report therefore summarises the key elements of the Capital Strategy which are outlined in more detail at Appendix 1.
- 1.5 The report also presents the proposed 2022/23 to 2026/27 capital spending plans of the Council. This, taken together with an update on spending in 2021/22, has a significant influence over the profiling of expenditure into future years.
- 1.6 The proposed Capital Strategy and Capital Programme for 2022/23 to 2026/27 therefore takes the essential elements of previous Capital Strategies and programmes and moves them forward in the context of the financial, economic and political environment for 2022/23 onwards. The Capital Strategy is attached at Appendix 1, with the capital programme, which reflects the principles of the Strategy, attached at Annex C of Appendix 1.
- 1.7 In response to concerns about high levels of borrowing to fund commercial investment in a small number of local authorities, CIPFA has consulted on revisions to the Prudential Code for Capital Finance in Local Authorities and the Treasury Management in the Public Services Code of Practice. The consultation ended on 16 November 2021 and the changes to the Codes were issued on 20 December 2021. The Council's Treasury Management and Capital Strategies for 2022/23 have incorporated these recent changes in the Codes where information is readily available.

2 Current Position

2.1 Capital Strategy 2022/23 to 2026/27

2.1.1 The overarching aim of the Oldham Capital Strategy is to provide a framework within which the Council's capital investment plans will be delivered over a five-year timeframe, 2022/23 to 2026/27, but as advised above, the format and content of the Capital Strategy reflects the latest guidance issued by CIPFA as part of the Prudential and Treasury Management Codes.

2.1.2 The 2022/23 to 2026/27 Capital Strategy is influenced by the principles which shape the overarching budget process for 2022/23 and is driven by the ethos of a Co-operative Council which has been important in determining the Council's response to the pandemic. The Council is therefore aiming to take a strategic view in relation to capital investment so that it can be directed to make a real and demonstrable impact on the economy of Oldham by:

- a) Regenerating the borough, building on the established investment programme, by attracting and securing significant amounts of external investment to supplement Council resources and deliver an enhanced borough-wide regeneration offer.
- b) Prioritising regeneration schemes to develop the local economy through for example:
 - Taking forward the vision for Oldham town centre, facilitated by the acquisition of the Spindles and Town Square Shopping Centres;
 - Implementing key strands of the Housing Strategy to improve the housing offer;
 - Improving connectivity across the borough;
 - Supporting job creation and the Get Oldham Working initiative which will be key to economic and social recovery from the COVID-19 pandemic.
- c) Using regeneration schemes to drive up Gross Value Added (GVA) and increase the yield from business rates, taking advantage of the Greater Manchester 100% Business Rates Retention Pilot scheme which commenced across Greater Manchester on 1 April 2017. This has provided additional resources which have been used to support the revenue budget in previous years and will continue to do so in 2022/23.

Creating a Better Place Programme

2.1.3 The Creating a Better Place programme (originally approved January 2020) sets out a vision for the borough which is focused on building more homes for the borough's residents, creating new jobs through town centre regeneration and ensuring Oldham is a great place to visit with lots of family friendly and accessible places to go. The strategy aims to deliver these ambitions in ways that contribute to a reduction in carbon emissions in support of the Council's Green New Deal strategy.

2.1.4 The strategy was reviewed and updated in August 2020 to place more emphasis on economic recovery and accelerating the potential for generating revenue budget savings. The programme envisages delivering an approved £8.2m of revenue budget savings between 2021/22 and 2025/26

2.1.5 Key programme areas and schemes included within the Creating a Better Place programme are set out below:

- School Investment – The strategy encompasses schemes financed through Education Basic Need grant. It includes a range of new build and school expansion schemes to ensure there are sufficient school places for the borough's children. Schemes include the provision of a new secondary school at Saddleworth, the expansion of North Chadderton school and the provision of a nursery extension at Fir Bank primary school. The borough will also benefit from a new Cranmer Education Trust school located at Bloom Street in the centre of Oldham.
- Housing – The Council's Housing Strategy aims to provide a diverse housing offer that is attractive and meets the needs of different sections of the population at different points in their lives and focusses on the dynamics between people, homes and the wider economy. A key strand of this approach remains the provision of a Flexible Housing Fund (FHF) which will support external partners and the Council to self-develop housing in less viable areas. A number of initiatives will be funded from Housing Revenue Account resources including proposals to develop housing in the town centre, the development of temporary accommodation to meet homelessness demands, developing purchase/lease and repair schemes and the direct delivery of new homes.
- Town Centre and Borough-Wide Regeneration – The Council's plans for investment in schemes which will support economic regeneration are aligned with wider objectives to rationalise the Council's corporate estate as well as deliver against its Green New Deal Strategy. Key schemes include the redevelopment of the Spindles and Town Square Shopping Centres, wider town centre redevelopment, several schemes partially financed from £10.750m Future High Streets Fund grant (including the Old Town Hall Egyptian Room enhancement), plans to provide a new flexible performance space, Northern Roots and Royton town centre development. Part of the Spindles redevelopment, the performance space and Northern Roots are partially financed from the total Town Fund Grant of £24.400m which the Council has been awarded.
- Asset Management – Implementing the Medium Term Property Strategy to achieve both cost savings and a more efficient use of the corporate estate, contributing to the delivery of £8.2m of annual revenue budget savings and a reduced requirement for backlog maintenance. The Council will seek to dispose of surplus sites and as well as work with NHS and other partners to maximise the efficient use of the public sector estate through co-location and joint service delivery.
- Green Initiatives and Decarbonisation – The Council's Green New Deal Strategy envisages a mix of Council, private sector and national / third sector grant funding to finance the achievement of carbon reduction. The Council has set carbon neutrality targets for Council Buildings and Street Lighting (by 2025) and for the borough (by 2030). The principles of the Green New Deal Strategy are reflected in all schemes across the Creating a Better Place programme.

2.1.6 The Creating a Better Place programme incorporates £256.738m of schemes including £19.374m within the programme up to 31 March 2022. A further £237.364m of schemes are included over the period 2022/23 to 2026/27. In addition to Future High Streets Fund and Towns Fund grant already secured, the Council will seek to secure further funding to support decarbonisation and the Green New Deal strategy from funds such as the Public Sector Decarbonisation Scheme as well as the Levelling Up Fund (details of which

will be included in a forthcoming White Paper) and the £2.6bn UK Shared Prosperity Fund.

The Principles of the Capital Strategy

2.1.7 The Capital Strategy has 16 principles outlined in Appendix 1 Section 2. The principles are largely unchanged from previous years and emphasise the role of the Capital Investment Programme Board (CIPB) in leading the strategic direction for capital investment with the Terms of Reference of the CIPB included at Annex B of Appendix 1. The principles include:

- The requirement for all capital schemes to have a sponsor and to undergo a rigorous options appraisal process
- The pooling of all un-ringfenced funds but having regard to specific obligations
- No ringfencing of capital receipts but with some specified exceptions
- Utilising resources to work collaboratively with the Greater Manchester Combined Authority (GMCA) and other public sector agencies to support the evolving devolution agenda
- Supporting greater Health and Social Care integration with NHS partners by making Council capital resources available for joint projects linked to the creation of an Integrated Care System for Oldham.

2.1.8 These principles frame decision making on capital expenditure and underpin the Council's approach to capital investment.

Priority Areas for Investment

2.1.9 Section 3 of Appendix 1 advises of the priority investment areas identified for the 2022/23 to 2026/27 period that will be taken forward subject to the availability of resources and the approval of a full business case.

2.1.10 There is an ongoing requirement for continued funding of existing programmes of work on:

- Corporate Major Repairs /Disability Discrimination Act (DDA) Adaptations/ Legionella / Health and Safety Projects (Corporate Landlord Function)
- School Condition Works
- ICT Strategy
- Social Care
- Environmental Services

2.1.11 In addition to the projects specifically referred to above, the following is a list of further/new projects for which funding may be required grouped by key strategies underpinning the programme:

Creating a Better Place

- a) School Investment
- b) Housing
- c) Housing Initiatives (funded by Housing Revenue Account resources)
- d) Town Centre and Borough-Wide Regeneration (incorporating Spindles and Town Square Shopping Centres, Wider Town Centre Redevelopment, Future High Street Fund Schemes, Making Space for Live Performance, Northern Roots and Royton Town Centre Development)

- e) Asset Management (including Medium Term Property Strategy, Surplus Sites and Working with NHS Partners)
- f) Green Initiatives and Decarbonisation

Highways and Transport

- a) Growth Deal 3
- b) Greater Manchester's (GM) Mayor's Cycling and Walking Challenge Fund
- c) Department for Transport Highway Maintenance Challenge Fund
- d) Environment Agency (EA) Flood Management Programme
- e) Transport for Greater Manchester (TfGM) active travel grant

Other Programmes and Schemes

- a) Social Care (Including Better Care Fund (Disabled Facilities Grant) and responding to the Adult Social Care White Paper requirements)
- b) Fleet Replacement
- c) Local Improvement Fund
- d) Greater Manchester (GM) Investment Fund Loans
- e) GM Devolution and Related Initiatives
- f) Opportunities and developments arising from the Levelling Up the UK White Paper
- g) Matched Funding for Grant Bids
- h) Funding for Emerging Priorities

2.1.12 Included within the Capital Strategy is an unallocated resource to provide funding for emerging priorities. This resource can be deployed to support existing priority schemes or new initiatives. This is considered a prudent approach to allow flexibility, revision and reassessment of priorities. The Capital Strategy also includes an additional unallocated resource to mitigate against the risk of scheme cost increases resulting from supply chain issues in the construction sector and associated inflationary pressures.

2.1.13 The Strategy does however include a longer term vision, a forward look at those projects that are likely to run beyond the five year strategy and programme period or be initiated subsequently. This covers a timeframe for the 10 years from 2027/28 to 2036/37.

Supporting Greater Manchester Devolution and Accessing National Infrastructure Strategy Resources

2.1.14 Section 4 of Appendix 1 advises that the Greater Manchester Strategy remains the key policy document that will shape the future of Greater Manchester. The plan explains the region's ambitions for the future of those who live in the towns, cities, communities and neighbourhoods that make up Greater Manchester. The Council will strive through its capital programme, to continue to support devolution activities. As COVID infections remain significant, GM's 'Living with Covid Resilience Plan' is still in place. The plan supports the region's ability to respond to COVID-19 and aims to build resilience in the city-region for both now and in the future.

2.1.15 The Government has already committed £7.5 billion of unringfenced 'gainshare' investment funding over 30 years, as part of nine devolution deals agreed with city regions across England. In addition, the Budget and Spending Review also continues funding for the Places for Growth programme, which aims to move 22,000 civil service roles outside London by 2030.

- 2.1.16 The National Infrastructure Strategy (NIS) published alongside the Chancellor's 2020 Spending Review has, in the last year, overseen the launch of the UK Infrastructure Bank; confirmed a further 15 Towns Deals worth £335 million (including Oldham's worth £24.4m) to revitalise towns across England; and provided £1.2 billion up to 2024/25 for gigabit broadband rollout across the UK.
- 2.1.17 The Council will aim to access the maximum level of NIS resources to support projects in Oldham and the wider Greater Manchester region, working with the Greater Manchester Combined Authority (GMCA) and other GM Authorities as necessary

Affordability, Delivery and Risk Associated with the Capital Schemes

- 2.1.18 In accordance with the requirements of the Prudential and Treasury Management Codes the Council must state how the Council will ensure that its capital spending plans are affordable, how projects will be delivered and how risks associated with the capital programme are managed. This is outlined at Section 5 of Appendix 1. Included within this section is the concept of Proportionality, which demonstrates the Council has minimal exposure from income generating assets that supports the Council's net revenue budget.

Knowledge and Skills

- 2.1.19 It is essential to advise of the knowledge and skills of the staff who have responsibility for the preparation and on-going management of the capital and treasury management strategies and other key activities in relation to the management of the capital programme. Members can be assured that the Council has suitably skilled and experienced staff and appropriate governance arrangements are in place, as set out more fully in Section 6 of Appendix 1.

Treasury Management

- 2.1.20 The Capital and Treasury Management Strategies of the Council are closely linked and Section 7 of Appendix 1 therefore sets out how each are prepared to have regard to the key issues and ensuring a complementary and fully aligned approach.

Long Term Loans

- 2.1.21 Section 8 of Appendix 1 advises that the Council has the ability, should it choose to exercise its powers, to enter into loan arrangements to support delivery of strategic corporate priorities. It also advises that the Council has chosen to make some but limited use of its ability to enter into loan arrangements.

Other Non-Treasury Investments

- 2.1.22 Section 9 of Appendix 1 advises that a number of years ago the Council invested in the Churches, Charities and Local Authorities (CCLA) property fund and holds historical commercial property assets that were acquired prior to the introduction of revised Public Works Loan Board (PWLB) lending criteria. These assets are located throughout the borough but were purchased primarily to support local policy objectives including the acquisition of strategic sites to support long term redevelopment and regeneration.

Capital Resources to Support Capital Expenditure

- 2.1.23 Section 10 of Appendix 1 sets out the range of resources that the Council will rely on to support capital spending. In addition to prudential borrowing and Government grants,

which together are the main financing source for the capital programme, the Council will, depending on the circumstances, consider using a range of resources and opportunities to finance capital expenditure and will continue to monitor the availability and suitability of alternative sources of financing. Financing decisions will, however, be made in the context of the schemes being considered for approval and the financial position of the Council at the time a decision is required.

- 2.1.24 This section also highlights the circumstances where capital receipts will be ringfenced to support specific purposes. This includes ringfencing of up to £2.500m to support the Council's use of flexibility in the utilisation of the capital receipts (see section 2.1.30).

Capital Investment and Disposal Appraisal

- 2.1.25 Section 11 of Appendix 1 advises that all capital investment will be commissioned on the recommendation of the CIPB which will enable any expenditure and its funding to be better aligned with corporate priorities, partners and funding sources. It also advises that the:

- Governance of the Council's land and property portfolio is provided via the Land and Property Protocols which form part of the Council's Constitution; and
- Corporate Property Board oversees the acquisition and disposal of land and property assets and monitors the progress of the asset rationalisation programme and performance of the investment portfolio.

The Prioritisation of Capital Requirements

- 2.1.26 Section 12 of Appendix 1 advises that once a bid for capital expenditure has passed through the Gateway process, has demonstrated that it meets Council objectives, and links to the Greater Manchester Strategy (if appropriate), and it has been agreed that it is suitable for capital investment, the strategic requirements will be prioritised using a range of criteria which are not mutually exclusive or in ranking order. Detailed in full at Section 12, these include:

- The relationship to mandatory, contractual or legislative service delivery requirements.
- Whether the project is required to achieve the delivery of a specific revenue budget saving within the revenue budget setting process.

The Procurement of Capital Projects

- 2.1.27 Section 13 of Appendix 1 advises that the structure of the Council's procurement and strategic relationship management function includes designated Commercial Procurement Managers whose focus is to support all capital projects and can therefore take advantage of opportunities for greater efficiency by selection of the most effective procurement processes to ensure the best commercial solution.

The Measurement of the Performance of the Capital Programme

- 2.1.28 Section 14 of Appendix 1 highlights the approach to managing the performance of the Capital Programme. It advises that the Council's strong programme management approach is modelled on the PRINCE 2 project management methodology and the Office of Government Commerce (OGC) Gateway Review System. This ensures that investments are planned, managed and delivered prudently. In addition, the CIPB has a remit to review the financial performance of the capital programme and it receives a

monthly monitoring report and undertakes a detailed annual review of the capital programme.

The Capital Investment Programme Board

- 2.1.29 Section 15 of Appendix 1 advises that the CIPB will continue in its role as an Advisory Board chaired by the Deputy Leader and Cabinet Member for Finance and Low Carbon. The Board is supported by a range of key officers. The CIPB will make recommendations which can be approved under delegated powers as appropriate. Its terms of reference are presented at Annex B to Appendix 1.

Flexible use of Capital Receipts Strategy

- 2.1.30 The Council is proposing to utilise the flexibility provided by the Department of Levelling Up, Housing and Communities (DLUHC) to use capital receipts to fund the revenue cost of transformation. The 2022/23 revenue budget will rely on up to £2.500m of such funding from capital receipts. Annex D of Appendix 1 sets out the required Flexible Use of Capital Receipts Strategy which advises of the summary of planned receipts and summary of planned use and savings.

2.2 Capital Programme 2022/23 to 2026/27

- 2.2.1 The Council is required to set out its capital programme for the period 2022/23 to 2026/27 based on the principles of the Capital Strategy. As previously advised, an initial timeframe of five years has been adopted. The level of prudential borrowing included reflects the financing available in the revenue budget and through anticipated income streams, capital receipts align with forecasts and grant funding and other contributions are based on already notified allocations or best estimates at time of preparation. If additional resources become available, projects that meet the Council's strategic capital objectives will be brought forward for approval.
- 2.2.2 Clearly, the capital programme for 2022/23 is influenced by the performance of the capital programme for 2021/22. A review has taken place of planned spending in 2021/22 and the programme has been re-profiled as necessary with future years estimates updated.

Update on the 2021/22 Capital Programme

- 2.2.3 The 2021/22 month 8 capital monitoring position includes projections that are a key determinant of the 2022/23 programme. As many schemes span more than one year, the anticipated level of reprofiling between years sets the underlying position.
- 2.2.4 The capital programme for 2021/22 was approved at the Council meeting of 4 March 2021, with expenditure of £86.002m and supporting financing. This has been reduced downwards throughout the year and has subsequently been amended month on month to reflect agreed changes. This includes the actions arising from the findings of the 2021/22 annual review of the capital programme, a comprehensive project by project scrutiny of all schemes in the programme which was reported in detail to Cabinet within the month 6 Financial Monitoring report approved at Cabinet on 13 December 2021.
- 2.2.5 The latest available capital monitoring position for the 2021/22 to 2025/26 Capital Programme at month 8 included projected capital expenditure totalling £52.558m for 2021/22 matched with corresponding financing. The People and Place Directorate which manages all of the major regeneration projects, constituted the main area of expenditure

(£29.437m). Prudential Borrowing provided the main source of financing (£26.294m) followed by Grants and Other Contributions (£19.850m).

2.2.6 Actual expenditure to 30 November 2021 was £23.801m (45.29% of forecast outturn). This spending profile is lower than previous years. The position will be kept under review and budgets will continue to be managed in accordance with forecasts.

2.2.7 The month 8 2021/22 capital spending and financing position is set out in the table below.

Table 1 - Revised 2021/22 Capital Programme

Directorate Expenditure	Capital Programme as at Month 8 £000
Corporate Services	3,765
Children's Services	15,403
Communities and Reform	36
Community Health & Adult Social Care	2,017
Housing Revenue Account	785
People and Place	29,437
Funding for Emerging Priorities	1,115
Total Expenditure	52,558
Ringfenced Grants	(7,564)
Un-ringfenced Grants	(11,642)
Capital Receipts	(5,535)
Other Resources	(644)
Prudential Borrowing	(26,294)
Revenue (HRA & General Fund)	(879)
Total Resources	(52,558)

2.2.8 The forecast capital receipts position as at 30 November 2021 is as follows:

Table 2 - Capital Receipts Position

Capital Receipts Position	£000
Forecast Capital Receipts Available by 31 March 2022	(10,608)
Expenditure to be Funded from Capital Receipts	5,535
Forecast Surplus in Capital Receipts	(5,073)

2.2.9 The revised capital programme requires the availability of £5.535m of capital receipts in 2021/22 for financing purposes. The total net usable capital receipts currently received in year is £9.052m with an additional estimate of £1.556m to be received by 31 March 2022 therefore the total estimated capital receipts for 2021/22 is £10.608m. A decision on the allocation of the surplus capital receipts will be taken as part of the year end 2021/22 financing of the Capital Programme. Members should note that the first £2.000m of capital receipts will be used to fund the Flexible Use of Capital Receipts initiative which supports transformational expenditure and therefore supports the revenue budget in 2021/22.

- 2.2.10 As referred to at 2.2.4 above, the annual review of the capital programme examined all schemes to give Members confidence that planned expenditure remained relevant and aligned with corporate objectives. The capital programme for 2022/23 (and future years) reflects the results of the review.
- 2.2.11 It is anticipated that the 2021/22 position will still continue to change as Cabinet reports are approved and with amendments reviewed by the CIPB and approved under delegated authority as a result of the on-going monitoring process.

2.3 Proposed Expenditure for 2022/23 to 2026/27

- 2.3.1 The table below sets out the summary of the anticipated expenditure and matched financing of £347.387m, which incorporates resources expected to be carried forward from 2021/22. The proposed 2022/23 to 2026/27 programme reflects the 2021/22 month 8 position (summarised previously) together with an enhanced projection of expenditure for 2022/23 to 2026/27 incorporating anticipated spending on new initiatives and an allowance, at funding for emerging priorities, for new schemes to be supported. The detailed programme is set out at Annex C of Appendix 1 on a Portfolio basis.

Table 3 - Capital Programme 2022/23 to 2026/27

Proposed Capital Spending	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Corporate Services	4,000	69	138	138	10,120
Children's Services	5,425	8,816	3,000	4,000	
Communities and Reform	908	250			
Community Health & Adult Social Care	2,547	2,543	2,543	1,900	400
Housing Revenue Account	3,383	8,227	8,014	1,250	
People and Place	81,465	65,038	49,722	39,800	36,400
Funding for Emerging Priorities	2,520	2,050	836	1,722	163
Total Expenditure	100,248	86,993	64,253	48,810	47,083
Funding	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Ringfenced Grants	(33,787)	(15,999)	(2,100)	(533)	
Un-ringfenced Grants	(11,714)	(9,839)	(8,281)	(4,054)	(2,500)
Capital Receipts	(4,472)	(2,325)	(1,835)	(1,000)	(1,000)
Other Resources	(2)				
Prudential Borrowing	(46,990)	(50,703)	(44,124)	(42,073)	(43,583)
Revenue (HRA)	(3,283)	(8,127)	(7,914)	(1,150)	
Total Funding	(100,248)	(86,993)	(64,253)	(48,810)	(47,083)

(subject to rounding – tolerance +/- £1k)

2.4 Resources Available to Support the Capital Programme

- 2.4.1 The Government is providing significant levels of grant funding. Some new funding initiatives have been introduced, some of which carry through to 2022/23 and beyond. Grants have been awarded/anticipated for Education, Social Care and Transport projects. The Council has not yet received all grant allocations for 2022/23. The grants will be incorporated into the capital programme when the notifications have been received.

- 2.4.2 The main source of grant income in 2022/23 is associated with the Transport Capital Programme. Included within the Transport budget are the ringfenced Mayors Cycling and Walking Challenge fund of £10.125m, Growth Deal 3 funding £4.032m, General Challenge Fund allocation of £3.100m and the unringfenced Highways Maintenance Grant of £1.148m. Within the schools capital programme are allocations for the School Condition Allocation of £3.438m - which includes an indicative allocation of £1.291m for 2022/23 and Basic Need Capital grant of £4.781m. The resources available to support the programme are described in more detail in the following sections.

Government Grant Funding

- 2.4.3 The Government resources available to the Council can be split into two categories: un-ringfenced and ringfenced resources, as explained in Section 10 of the Capital Strategy.
- 2.4.4 Some Government grant resources have been moved between financial years in order to support re-profiled expenditure as detailed in Annex C of Appendix 1.
- 2.4.5 The resources available can also be split between those which do not have revenue consequences and those that do have revenue consequences and therefore require financing through the revenue budget.

Funding With No Revenue Consequences

1) Government Grants and other external grants and contributions

This is funding provided directly by Government or other external providers. It can be ringfenced, specific and un-ringfenced. Un-ringfenced resources are those that can be utilised to finance any project (albeit there is usually an expectation of use for a specific purpose). Resources classified as ringfenced have to be utilised to finance particular categories of expenditure and therefore are restricted in their use. The 2022/23 capital programme relies on £11.714m of un-ringfenced and £33.787m of ringfenced grants.

2) Capital Receipts

This is income received from the sale of Council assets and is usually un-ringfenced. The 2022/23 programme relies on £4.472m of capital receipts.

In general, it should be noted that a prudent approach has been taken in relation to the anticipated level of receipts with no resources assumed in excess of the requirement to support already approved schemes. However, taking advantage of flexibilities around the use of capital receipts introduced by the Government, the Council anticipates using up to £2.500m of capital receipts in 2022/23 to support transformational projects which would otherwise be financed by revenue resources.

Funding With Revenue Consequences

1) Prudential Borrowing

This is borrowing undertaken by the Council for specific projects. It is financed by revenue resources and is entirely at the discretion of the Council. Prudential borrowing has been used to support the major investment programmes which could not otherwise have been funded. The 2022/23 programme relies on £46.990m of prudential borrowing which has been fully financed.

- 2.4.6 As in previous years, the major source of financing remains prudential borrowing; the amount required in 2022/23 includes borrowing attributed to schemes that have been reprofiled from prior years. The Council will aim to reduce the amount of borrowing and associated financing costs by maximising grant income and capital receipts. The timing of the borrowing is linked to the cash position of the Council and may therefore not mirror the spending/financing profile set out above.

2.5 Capital Requirements for 2022/23

Resources Committed in 2022/23 to 2026/27

- 2.5.1 A review of the capital programme has highlighted that there is already a full range of commitments for the period 2021/22 to 2025/26 with net funding allocations totalling £368.705m. This decreases by £21.318m to £347.387m when considering the period 2022/23 to 2026/27. The table below shows the associated financing:

Table 4 – Change in Resources Included in the Capital Programme 2022/23 to 2026/27

Financing	2021-2026 Capital Strategy Position (@ M08) £000	2022-2027 Capital Strategy Position (Proposed) £000	Movement £000
Prudential Borrowing	(235,964)	(227,473)	8,491
Capital Receipts	(15,260)	(10,632)	4,628
Revenue Contributions	(21,353)	(20,474)	879
Grants & Contributions	(96,128)	(88,809)	7,319
Total	(368,705)	(347,387)	21,318

(subject to rounding – tolerance +/- £1k)

- 2.5.2 The capital commitments are set out in the following paragraphs and are shown in detail at Annex C of Appendix 1 of this report. There will be a continued review of capital spending requirements as the Council has further regeneration ambitions. This will however require a further phase of investment and the preparation of a new investment programme.

Corporate Services

- 2.5.3 Corporate Services expenditure is not specifically assigned or under the direct control of a service department. It relates to schemes that are corporate in nature rather than service specific. Total projected spending on Corporate Services projects is £14.465m over the strategy period. Planned spending is phased as set out below:

Table 5 - Corporate Services Expenditure over the Capital Strategy 2022/23 to 2026/27

	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Strategic Investments	1,500	69	138	138	-
Provision for Inflation Pressures	-	-	-	-	10,120
Flexible Use of Capital Receipts	2,500	-	-	-	-
TOTAL	4,000	69	138	138	10,120

Children's Services

- 2.5.4 There is planned Directorate expenditure of £21.240m over the period 2022/23 to 2026/27 as shown below:

Table 6 – Children's Services Expenditure over the Capital Strategy 2022/23 to 2026/27

	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Children's Services Directorate	5,424	8,816	3,000	4,000	-

- 2.5.5 The main focus of spending is, as would be expected, the school building and development programme largely funded by the Government's Basic Need grant allocation

Communities and Reform Directorate

- 2.5.6 There is planned Directorate expenditure of £1.158m over the 5 year life of the programme as shown below.

Table 7 - Communities and Reform Directorate Expenditure over the Capital Strategy 2022/23 to 2026/27

	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
District Investment Fund	158	-	-	-	-
Local Investment Fund	750	250	-	-	-
TOTAL	908	250	-	-	-

- 2.5.7 All the spending in the Reform Directorate reflects spending in relation to the District Investment Fund and the Local Investment Fund.

Community Health and Adult Social Care Directorate

- 2.5.8 There is planned Directorate expenditure of £9.933m phased over the 5 year programme as set out below:

Table 8 – Community Health and Adult Social Care Directorate Expenditure over the Capital Strategy 2022/23 to 2026/27

	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Community Health and Adult Social Care Services Directorate	2,547	2,543	2,543	1,900	400

- 2.5.9 This area of spending is focused on Social Care. The major areas of expenditure in relation to 2022/23 are as follows:

- Resources of £0.200m are specifically allocated in 2022/23 to support local Social Care Schemes.
- Indicative funding of £2.347m relating to the expansion of the Disabled Facilities Grant (including re-phasing of £1.004m from 2021/22).

People and Place Directorate

- 2.5.10 There is planned Directorate expenditure of £272.425m over the period 2022/23 to 2026/27 as shown below:

Table 9 - People and Places Directorate Expenditure over the Capital Strategy 2022/23 to 2026/27

	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
People and Place Directorate	81,465	65,038	49,722	39,800	36,400

- 2.5.11 The major areas of expenditure in relation to 2022/23 are as follows:

Table 10 – People and Places Directorate Expenditure 2022/23

Service Area	£000
Corporate Property	8,493
Environment	175
Information Technology	5,590
Neighbourhood Development Fund	41
Other Regeneration Priorities	12,477
Private Sector Housing	210
Royton Town Centre Development	2,475
Town Centre Regeneration	31,459
Transport including Fleet	20,545
TOTAL	81,465

- 2.5.12 The inclusion of one-off external funding in the Transport Capital programme, the Town Centre Regeneration and Other Regeneration priorities that fall within the Creating a Better Place programme account for the majority of the spend within the People and Place Directorate. These areas encompass a wide range of high priority schemes as detailed in Annex A of Appendix 1. However, it must be noted that some of this spending allocated to the Creating a Better Place programme maybe re-profiled as 2022/23 progresses and the individual schemes move from the development to construction stages.

Housing Revenue Account

- 2.5.13 Projected spending on Housing Revenue Account (HRA) projects of £20.874 over the life of the programme is phased as follows:

Table 11 - Housing Revenue Account Expenditure over the Capital Strategy 2022/23 to 2026/27

	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Housing Revenue Account	3,383	8,227	8,014	1,250	-

- 2.5.14 The primary focus of the HRA capital programme over the strategy is on:
- town centre residential properties to develop up to 2,000 new homes over the next 5-10 years,

- Developing temporary accommodation to meet homelessness demands,
- The Purchase and Repair and Lease and Repair pilot schemes in the private rented sector and
- Through the Creating a Better Place programme and Flexible Housing Fund Place increase the number of new homes by using HRA infill sites to deliver specialist housing provision within the borough.

Funding for Emerging Priorities

- 2.5.15 Within the programme, there is currently an unallocated resource of £7.291m over the five years of the capital programme as highlighted below:

Table 12 – Funding for emerging priorities to be allocated over the Capital Strategy 2022/23 to 2026/27

	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Funding for Emerging Priorities	2,520	2,050	836	1,722	163

- 2.5.16 This unallocated resource can be deployed to support existing priority schemes or new initiatives, including those highlighted above for which not specific allocation exists, for example Greater Manchester Devolution and Related Initiatives and Matched Funding for Grant Bids.
- 2.3.17 This is considered a prudent approach to allow flexibility, revision and reassessment of priorities. Provision of £2.520m is available in 2022/23 with a further £4.771m available over the rest of the Capital Programme period.
- 2.5.18 The use of these unallocated resources will be prioritised by the CIPB including any realignment into future years. It is expected that all of these resources will be used over the life of the programme.

2.6 Proposed Capital Programme

- 2.6.1 Annex C of Appendix 1 of this report details the proposed 2022/23 Capital Programme and the indicative programme for the period 2023/24 to 2026/27. The strategy of the Council is to prepare a capital programme that balances over the life of the programme so that resources equal overall expenditure. Therefore, over the five years there is planned expenditure of £347.387 with corresponding financing.
- 2.6.2 Total expenditure in 2022/23 is planned at £100.248m. However, the in-year position is anticipated to evolve as:
- There may be further Government funding allocations announced prior to the start of 2022/23.
 - The outcome of specific grant bids will be announced during 2022/23.
 - It is also likely that there will be new initiatives announced later in the financial year.
 - There may also be the opportunity to bid for additional funding.
 - The Council may identify other funding sources, including capital receipts, to finance additional capital expenditure.
- 2.6.3 Therefore the overall capital programme position will be kept under review and any new information about funding allocations will be presented to Members in future reports.

3. Options/Alternatives

3.1 The two options that Members are asked to consider are that:

- a) Cabinet accepts the proposed Capital Strategy and Capital Programme for 2022/23 to 2026/27 and commends it to Council
- b) Cabinet suggests an alternative approach to capital investment for 2022/23 to 2026/27, including the revision of capital priority areas.

4. Preferred Option

4.1 The preferred option is 3.1 (a) that Cabinet accepts the proposed Capital Strategy and Capital Programme for 2022/23 to 2026/27 and commends it to Council.

5. Consultation

5.1 Consultation has taken place with the members of the CIPB which includes Cabinet Members. The members of the CIPB have contributed to the preparation of the 2022/23 to 2026/27 Capital Strategy and Capital Programme. Consultation also took place with the Members of the Policy Overview and Scrutiny Committee at its meeting of 27 January 2022. The Committee was content to commend the report to Cabinet without any revision.

6. Financial Implications

6.1 By the very nature of this report, it contains financial details of the capital expenditure and financing associated with the delivery of the 2022/23 capital programme.

6.2 In overall terms, the planned programme for 2022/23 to 2026/27 totals £347.387m which is fully financed. The revenue consequences of the anticipated prudential borrowing of £227.472m is included within the estimates underpinning the proposed revenue budget and MTFS.

7. Legal Services Comments

7.1 Under the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 the responsibility for approving any plan or strategy for the control of Local Authority borrowing, investment or Capital Strategy or for determining the Minimum Revenue Provision is a decision of the full Council. The function of the Executive is to prepare and propose the relevant Strategy to the Council. The Council may require the Cabinet to reconsider, amend, modify, revise, vary, withdraw or revoke the strategy.

8. Co-operative Agenda

8.1 The Capital Strategy and capital programme have been prepared so that they embrace the Council's co-operative agenda with resources being directed towards projects that support the aims, objectives and co-operative ethos of the Council.

9. Human Resources Comments

9.1 None.

10. Risk Assessments

10.1 The main risk foreseen at this stage is whether the planned level of capital receipts can be achieved to finance the current capital programme. In order to minimise the risk, a

prudent estimate of capital receipts has been made, having regard to the prevailing economic climate which may have an impact on both the timing and level of receipts that can be achieved. The overall level of capital receipts is therefore kept under review and any significant changes are reflected in capital programme forecast outturn figures.

10.2 Actual and potential revisions to Government policy present new risks. The Council must ensure that these are successfully managed, over and above those that are a consequence of any traditional capital programme. In particular these cover risks around expenditure that has already been committed in future years where there is no certainty of continued funding, potential unfunded on-going legal liabilities, potential overspending requiring an unbudgeted allocation of resources and the general risks around the uncertainty over the nature and level of the 2022/23 and future years' capital funding.

10.3 Following the issue of the revised Prudential and Treasury Management Codes, a section on the risks associated with the Capital Programme must be included within the Capital Strategy document. The risk section can be found in Appendix 1, paragraph 5.13 to 5.17.

11. IT Implications

11.1 Other than the delivery implications of the specific IT projects being put forward there are no IT implications. The programme of ICT investment contained within the capital programme will enable the Council to transform many of its operations and introduce new ways of working. This will contribute to the potential achievement of savings which will materialise from services areas that benefit from digital change activity (i.e. demand reduction should enable cost reduction and / or productivity gain in the Customer environment, Business Support and Operational service areas).

12. Property Implications

12.1 The level of capital receipts generated from reductions in the corporate estate and the asset rationalisation programme is a major contributor to the financing of the capital programme. An aim of the Creating a Better Place programme – Asset Rationalisation theme is to maximise capital receipts while delivering outcomes that support corporate priorities.

13. Procurement Implications

13.1 None.

14. Environmental and Health & Safety Implications

14.1 The Capital Programme includes resources that will enable corporate health and safety, legionella, asbestos and Disability Discrimination Act projects to be undertaken in accordance with identified priorities.

15. Equality, community cohesion and crime implications

15.1 None.

16. Equality Impact Assessment Completed?

16.1 Not applicable.

17. Key Decision

17.1 Yes

18. Forward Plan Reference

18.1 FCL-04-21

19. Background Papers

19.1 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 within Appendix 1
Officer Name:	Lee Walsh
Contact No:	0161 770 6608

20. Appendices

20.1 Appendix 1 – Capital Strategy 2022/23 to 2026/27

This page is intentionally left blank

Oldham Council

Capital Strategy
2022/23 to 2026/27

Capital Strategy 2022/23 to 2026/27

Contents

Section	Title
1	Aims of the Capital Strategy and its links to the Council's Corporate Plan / COVID-19 Recovery Strategy, Creating a Better Place Programme, Medium Term Property Strategy, Housing Strategy and Budget and Policy Framework
2	The Principles of the Capital Strategy
3	Priority Areas for Investment
4	Supporting Greater Manchester Devolution and Accessing Levelling Up and Shared Prosperity Fund Resources
5	Affordability, Delivery and Risk Associated with the Capital Strategy
6	Knowledge and Skills
7	Treasury Management
8	Long Term Loans
9	Other Non-Treasury Investments
10	Capital Resources to Support Capital Expenditure
11	Capital Investment and Disposal Appraisal
12	The Prioritisation of Capital Requirements
13	The Procurement of Capital Projects
14	The Measurement of the Performance of the Capital Programme
15	The Capital Investment Programme Board
Annex A	Priority Areas for Investment
Annex B	Capital Investment Programme Board
Annex C	Capital Programme 2022/23 to 2026/27
Annex D	Flexible Use of Capital Receipts Strategy

1 Aims of the Capital Strategy and its Links to the Council's Corporate Plan / COVID-19 Recovery Strategy, Creating a Better Place Programme, Medium Term Property Strategy, Housing Strategy and Budget and Policy Framework

- 1.1 In accordance with good practice, the Council has traditionally prepared a Capital Strategy, the overarching aim of which has been to provide a framework within which the Council's capital investment plans will be delivered. This Capital Strategy for 2022/23 to 2026/27 has been prepared to cover a five-year timeframe to allow sufficient opportunity for strategic capital planning. The Council's Medium Term Financial Strategy (MTFS) is aligned with the Capital Strategy as it also covers a five-year timeframe. However, it should be noted that the Government's Spending Review 2021 (SR21) only sets departmental budgets up to 2024/25. Recognising that funding estimates beyond SR21 are indicative, this Strategy therefore focuses on 2022/23 to 2024/25 in detail.
- 1.2 The Strategy does however include a longer term vision, which also covers the time frame for 10 years from 2027/28 to 2036/37. This takes a forward look at those projects that are likely to run beyond the initial five year strategy and programme period.
- 1.3 The format of the Capital Strategy reflects the requirements of both the latest Prudential Code for Capital Finance in Local Authorities and the Treasury Management in Public Services Code issued by the Chartered Institute of Public Finance and Accountancy (CIPFA). As advised at 1.9, there had been consultations throughout 2021 with the new revised Codes being issued on 20 December 2021. The strategy therefore presents:
- A high-level long term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services;
 - An overview of how the associated risk is managed;
 - The implications for future financial sustainability.
- 1.4 The Capital Strategy is therefore prepared to ensure that all Council Members are presented with the overall long-term capital investment policy objectives and resulting Capital Strategy requirements, governance procedures and risk appetite.
- 1.5 The Capital Strategy incorporates specific information on historic non-treasury investments. This information is aligned to, but reported separately from the Treasury Management Strategy Statement. This ensures the separation of any historic commercial investment from the core treasury function which operates under the principles of security of capital, liquidity, yield and an ethical approach. To comply with current Public Works Loan Board (PWLB) lending criteria and the latest CIPFA Prudential Code for Capital Finance in Local Authorities, this strategy does not provide for new investment in commercial activities solely to generate additional income.
- 1.6 CIPFA's current Prudential Code requires the Capital Strategy to demonstrate the concept of proportionality between the treasury operations and the non-treasury operations. High-level indicators are referred to in Section 5.

COVID-19 Pandemic

- 1.7 The COVID-19 pandemic has had a major impact on the borough, its residents and the economy. COVID restrictions were eased during the summer of 2021 and the economy is expected to recover to pre-pandemic levels with economic growth of 6.5% for 2021 and a further 6% forecast for 2022. In spite of this and the success of the vaccine programme, COVID infections remain significant and are being closely monitored. It is also apparent that the pandemic will continue to have a lasting impact on economic sectors such as retail and tourism. It is also likely to impact on the way people work

with many organisations (including the Council) now adopting flexible, remote or mixed home/office working arrangements.

- 1.8 The delivery of schemes included within the Capital Programme is also being affected by the legacy of the pandemic. The construction industry has been impacted by supply chain issues and material shortages which are causing inflationary pressures and extensions of delivery timescales. Provision has been made within the strategy to help the Council manage the impact of these pressures so it can continue to deliver planned schemes.

CIPFA Prudential and Treasury Management Codes of Practice

- 1.9 In response to concerns about high levels of borrowing to fund commercial investment in a small number of local authorities, CIPFA consulted on revisions to the Prudential Code for Capital Finance in Local Authorities and the Treasury Management in the Public Services Code of Practice. The consultation ended on 16 November 2021 and the changes to the Codes were issued on 20 December 2021. The areas CIPFA has strengthened are as follows:

- Making it clear that borrowing solely for debt-for-yield investment is not permissible under the Prudential Code.
- Ensuring that any commercial investment undertaken is consistent with statutory provisions, proportionate to service and revenue budgets and consistent with effective treasury management practice.
- Requiring the assessment of the affordability of commercial activity within Local Authorities' capital strategies.
- Ensuring that capital expenditure is consistent with a Local Authority's corporate objectives.
- Introducing new 'affordability' prudential indicators.
- Introducing the liability benchmark to promote good practice and understanding of a Local Authority's debt management position in relation to capital investment.
- Strengthening arrangements for maintaining and monitoring Treasury Management knowledge and skills.
- Adding a new practice statement covering Environmental, Social and Governance Risk Management alongside related proposals to strengthen Treasury Management governance arrangements.

Both the Council's Treasury Management Strategy and Capital Strategy for 2022/23 have incorporated these recent changes to the Codes where information is readily available. As information becomes available during 2022/23 any changes will be incorporated into the Treasury Management Mid-Year review for 2022/23.

Co-operative Council

- 1.10 The 2022/23 to 2026/27 Capital Strategy is influenced by the principles which shape the overarching budget process for 2022/23 and is driven by the ethos of a Co-operative Council which has been important in determining the Council's response to the pandemic. The Council is therefore aiming to take a strategic view in relation to capital investment so that it can be directed to make a real and demonstrable impact on the economy of Oldham by:
- a) Regenerating the borough, building on the established investment programme, by attracting and securing significant amounts of external investment to supplement Council resources and deliver an enhanced borough-wide regeneration offer.

- b) Prioritising regeneration schemes to develop the local economy through for example:
 - Taking forward the vision for Oldham town centre, facilitated by the acquisition of the Spindles and Town Square Shopping Centres;
 - Implementing key strands of the Housing Strategy to improve the housing offer;
 - Improving connectivity across the borough;
 - Supporting job creation and the Get Oldham Working initiative which will be key to economic and social recovery from the COVID-19 pandemic.
- c) Using regeneration schemes to drive up Gross Value Added (GVA) and increase the yield from business rates, taking advantage of the Greater Manchester 100% Business Rates Retention Pilot scheme which commenced across Greater Manchester on 1 April 2017. This has provided additional resources which have been used to support the revenue budget in previous years and will continue to do so in 2022/23.

1.11 The Council will continue to:

- a) Work with partners as a co-operative and commissioning borough particularly with regard to the integration of health and social care to take advantage of joint investment opportunities, co-location and the release of surplus assets through initiatives such as One-Public Estate and by taking a Place-Based approach to joint working.
- b) Instigate further transformational change to the delivery of services with and by communities and staff, that maximise involvement and delivery at a more local level, working with residents to reset priorities, manage expectations and promote self-help.
- c) Get the basics right, drive improved business performance with more flexible ICT systems and instigate new delivery models with place-based working.
- d) Focus on effective service delivery, achieving social value and maximising the impact of the resources invested.

The Council's Corporate Plan / COVID-19 Recovery Strategy

- 1.12 Capital investment plans are driven by the Council's Corporate Plan. The Corporate Plan is the Council's key strategic document and outlines the Council's contribution to achieving the vision and outcomes detailed in the Oldham Plan, as well as priority areas of focus and delivery aimed at taking forward our vision of a co-operative future where everyone does their bit to create a confident and ambitious borough. All capital investment proposals will therefore be evaluated in accordance with a range of criteria, a key one of which is the contribution to the delivery of the aims of the Corporate Plan.
- 1.13 Oldham's Corporate Plan expired in December 2020. Work to refresh the Corporate Plan was due to be completed by summer 2020. However, the impact of the COVID-19 pandemic meant that this was no longer viable. Instead, the Council developed an interim COVID-19 Recovery Strategy which is acting as a temporary Corporate Plan until at least April 2022.
- 1.14 As a Co-operative Council, Oldham is committed to tackling the impact of COVID-19 and protecting our most vulnerable residents and communities. The steps being taken

to tackle the pandemic and the subsequent recovery planning, aim to support people, especially those groups who are often most impacted.

- 1.15 Building on the learning so far and the anticipated events to come, the COVID-19 Recovery Strategy and accompanying priorities has been developed, helping shape the approach and vision for Oldham. It sets out the six priority areas of focus for the Council as Oldham looks to recover from the pandemic:
1. Driving equality
 2. Investing in quality housing
 3. Championing a green recovery
 4. Creating and protecting jobs and supporting businesses
 5. Prioritising education, skills and Early Years
 6. Promoting health and wellbeing - supporting the most vulnerable.
- 1.16 The Oldham Plan is the Oldham Partnership's plan for the borough and was endorsed by Council in July 2017. It is a collective action statement covering the period 2017-2022 and sets out the areas where the Oldham Partnership will add the most value as a partnership to achieve the ambition for Oldham to be a productive and co-operative place with healthy, aspirational and sustainable communities.
- 1.17 A new Oldham Plan will be developed and adopted in 2022, building on the priorities identified in the COVID-19 Recovery Strategy. The new Oldham Plan provides the opportunity to engage our residents, the Council and our partners in the public and private sector around a shared vision for the future of the borough. Combined with the Corporate Plan, it can set the course for the Council, and help us to set out key priorities and guiding principles for the years ahead.

Creating a Better Place Programme

- 1.18 The Creating a Better Place programme (originally approved January 2020) sets out a vision for the borough which is focused on building more homes for the borough's residents, creating new jobs through town centre regeneration and ensuring Oldham is a great place to visit with lots of family friendly and accessible places to go. The strategy aims to deliver these ambitions in ways that contribute to a reduction in carbon emissions in support of the Council's Green New Deal strategy.
- 1.19 The strategy was reviewed and updated in August 2020, in light of the COVID-19 pandemic, to place more emphasis on economic recovery and accelerating the potential for generating revenue budget savings. The programme envisages delivering an already approved £8.2m of revenue budget savings between 2021/22 and 2025/26.
- 1.20 The programme includes several schemes which are approaching or are already at the delivery stage including the redevelopment of the Spindles and Town Square Shopping Centre, the Alexandra Park Depot and Eco Centre, the refurbishment of the Old Library building on Union Street and the development and letting of the Egyptian Room in the Old Town Hall complex. Other schemes which are at an earlier stage of development include Northern Roots, the redevelopment of a historic building in the town centre and the delivery of a new performance space for the town.
- 1.21 The Spindles and Town Square Shopping Centre scheme will release other town centre sites for redevelopment including the Civic Centre and Queen Elizabeth Hall complex as well as Tommyfield Market. The Council is currently examining options for progressing the development of these and other town centre sites including the former Magistrates Court and the former Leisure Centre sites.

- 1.22 The Council has succeeded in securing an allocation of £10.75m of Future High Street Fund (FHSF) grant and £24.4m of Towns Fund grant to support the Creating a Better Place programme. FHSF funding is supporting the delivery of three schemes (the development and letting of the Egyptian Room in the Old Town Hall Complex, the redevelopment of a historic building in the town centre and the Accessible Oldham project) whilst Towns Fund grant is supporting four schemes (the relocation of Tommyfield Market, the provision of flexible workspace within Spindles, the 'Making Space for Live Performance' project and Northern Roots).
- 1.23 The Chancellor's latest Autumn Budget and Spending Review (SR 21) included £4.8bn of Levelling Up Funds of which £1.7bn has already been allocated for projects to upgrade local infrastructure through the first bidding round. In addition, the £2.6bn UK Shared Prosperity Fund was also launched as the successor to the EU Structural Fund programme. These funds were confirmed in the Government's White Paper 'Levelling Up the United Kingdom' issued on the 2 February 2022. Both funds are intended to reduce regional inequalities by:
- spreading opportunity and improving public services, particularly where they are weaker.
 - boosting living standards, particularly where they are lower.
 - restoring local pride.
 - empowering local leaders and communities.
- 1.24 The Council will seek to bid for and secure as much of this funding as possible for the benefit of the Borough.
- 1.25 In alignment with the Creating a Better Place programme, existing and new projects have been reprioritised and reprofiled (as presented within the Capital Strategy). In addition, project delivery arrangements and team working has been embedded and governance arrangements have been consolidated around the operation of the Corporate Property Board.

Medium Term Property Strategy

- 1.26 In August 2018, the Council adopted a Medium Term Property Strategy (MTPS). This, at a high level, incorporates a detailed Asset Management Plan for every group of the Council's assets. This plan was agreed at Cabinet for the term 2018 to 2022 and more recently has been incorporated into the Creating a Better Place programme of works.
- 1.27 For any organisation such as the Council, with a diverse property portfolio, best practice recommends that the Property Strategy describes the general direction that the organisation's property portfolio will take over the next 5-10 years, the approach to be adopted in getting there and the policies that will be applied to decision making. The refreshed Property Strategy will be presented for consideration in the next financial year to present such a vision and reflect the operational and emerging new business strategy of the organisation.
- 1.28 The implementation of the Creating a Better Place programme and the MTPS within is key to the Council achieving both cost savings and a more efficient use of the corporate estate, contributing to the delivery of approved budget reductions.
- 1.29 Given the legacy of the COVID-19 pandemic and its impact on current and future demand for property, the MTPS is currently under review as part of the Creating a Better Place programme. The MTPS is also at the centre of numerous inter-dependencies which will also shape future requirements including:

- The One Public Estate programme which seeks to deliver ambitious property-focused programmes in collaboration with Central Government and other public sector partners;
- Place-Based Working centred around providing services from five districts / hubs within the borough;
- The rationalisation of the Council's corporate estate and its contribution to the delivery of an already approved £8.2m of revenue budget savings between 2021/22 and 2025/26

1.30 In addition to facilitating the delivery of revenue budget savings, another objective of the property strategy is to reduce the requirement for backlog maintenance and inform the development of an asset disposals programme to reduce Council holdings of surplus assets and generate additional capital receipts.

1.31 The COVID-19 pandemic has undoubtedly had a major adverse impact on the economy, and this has inevitably disrupted the Council's asset disposal programme. Alongside the MTPS, the Council is currently reviewing its disposal programme to focus on 'fast tracking' a smaller number of assets for sale focusing on those with high management intensity and longer term liabilities/risks.

Housing Strategy

1.32 The Housing Strategy was approved in 2019 and was used to align priorities within the Creating a Better Place programme and the Oldham Plan, the GM Spatial Framework (replaced by 'Places for Everyone') and the GM Housing Strategy. It recognises the function that housing plays in supporting health and social care integration and wider public sector reform. A key objective of the housing strategy has been to reset the housing delivery framework that can start to tackle the challenges identified in the evidence based Local Housing Needs Assessment and help meet the housing priorities identified over the short, medium and long term. It is a strategic document to help shape the future service models and seeks to set housing and place shaping at the heart of the Oldham Partnerships collective vision for the borough.

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

1.34 The Housing Strategy:

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

1.35 Delivery of Housing Strategy objectives has undoubtedly been disrupted by the COVID-19 pandemic. However, in line with the Creating a Better Place programme, work is underway to develop and deliver a programme of town centre housing development

currently focused on the identification and assembly of suitable residential development sites. Work is also underway to determine a suitable delivery model for such development.

Working with Partners

- 1.36 The Council is a key member of and a driving force in the activities of the Oldham Strategic Estates Group (SEG). The Department of Health initially required all Clinical Commissioning Groups (CCG) to establish a SEG within their locality, and whilst the group initially had a 'Health' focus, this has been broadened to encompass a 'One Oldham Estate' approach, closely aligned to the Government's One Public Estate (OPE) principles which in essence seek to maximise the efficient use of the public sector estate by co-location/joint service delivery, releasing surplus land and property to support regeneration, residential development and inward investment. The Oldham SEG has a 'strategic' rather than 'operational' focus and has developed a Strategic Estates Plan (SEP), identifying development of integrated public sector hubs and mapping existing estate and utilisation as key priorities. The SEP is closely aligned to and supports delivery of Oldham's Locality Plan for Health and Social Care.
- 1.37 The Strategic Estates Group (SEG) in Oldham is attended by representatives from a wide range of public sector partners, including the Oldham Clinical Commissioning Group (CCG), NHS Property Services Ltd (NHSPS), Greater Manchester Police (GMP), North West Ambulance Service (Nwas), North West Fire Service (NWFS), Community Health Partnerships (CHP), Action Oldham, and Pennine Care NHS Foundation Trust. The SEG is supported by the Operational Working Group which functions as the 'delivery arm' to ensure that the SEG remains strategic and One Public Estate focused. It reports to the SEG on key work areas, such as the project pipeline and increasing building utilisation.

2 The Principles of the Capital Strategy

- 2.1 The Capital Strategy is guided by a series of overarching principles. These principles seek to ensure capital resources are focused on gaining maximum benefit from their use in the context of supporting the delivery of the Council's vision and outcomes as described in the Corporate Plan. The sixteen principles of the Capital Strategy are summarised in paragraphs below and detailed in the rest of the document.

Principle 1

The Capital Investment Programme Board (CIPB) will lead the strategic direction of capital investment for the Council. The CIPB will operate on a commissioning basis. This will enable funding to be better aligned with other partners and funding sources and will link into the principles of the Co-operative Council. In accordance with the commissioning approach being championed within the Council, there continues to be a requirement for links to regional strategies and programmes. As such, the Council must ensure that, when it applies for funds on a regional basis (either individually or as part of a collective bid), it uses its best endeavours to reflect local and regional priorities. The Council must therefore ensure that its Capital Strategy complements the Greater Manchester (GM) Strategy.

Principle 2

All schemes already approved in the Capital Programme or contractually committed will be supported and sufficient resources will be provided to enable them to proceed or complete. These schemes are presented in Annex A, Priority Areas for Investment.

Principle 3

A capital project sponsor must be able to demonstrate that a rigorous process of options appraisal has been followed, requiring evidence of need, cost, risk, outcomes and methods of financing. Capital investment proposals which will result in a revenue cost saving or efficiency are encouraged. The Strategic Regeneration Project Management Office has a clear role in ensuring that all the key requirements have been addressed at the initiation stage of a project.

Principle 4

All capital investment decisions will be made with reference to Council objectives and regional strategies and, only after a positive contribution to one or more of the objectives has been demonstrated, is a project to be considered for resource allocation.

Principle 5

The CIPB will ensure that the Council can take full advantage of the freedom and flexibility afforded by the removal of ringfencing from most funding allocations to facilitate achievement of the Council's objectives. All un-ringfenced capital funding and other non-specific Council capital resources that are not required to support existing commitments will initially be pooled into one central fund. Regard will, however, be had to obligations around the:

- a) COVID-19 Recovery Strategy and associated initiatives to create jobs and assist the regeneration of the local economy;
- b) Transport agenda and transport grant funding;
- c) Current pressure on primary and secondary school places in certain areas of Oldham and the lack of capacity in the current school stock and the Education Basic Need Government grant funding allocation to address such issues;
- d) Funding of adaptations to homes for the disabled and Disabled Facilities Grant funding;
- e) Social Care funding requirements arising from pooled funding arrangements
- f) Development of new policies for Social Care arising from the recent White Papers on the reform of Adult Social Care;
- g) Development of new schemes from the opportunities arising from recent White Paper 'Levelling Up the UK'; and
- h) Implementation of the Housing Strategy.

Principle 6

Un-ringfenced grants received in support of the above initiatives will be passported in full to these seven areas.

Principle 7

There will be no ringfencing of capital receipts to specific projects, with the exception of those detailed in section 10.3.15.

Principle 8

For the purposes of preparing the Capital Strategy and Capital Programme for 2022/23, an assumption has been made that all resources that remain unallocated within the 2021/22 programme will be treated as though they are fully committed and carried forward into 2022/23 as a central pool for reallocation to other projects.

Principle 9

The Capital expenditure/investment plans of the Authority will be prepared to ensure the Council is able to access PWLB resources having regard to their lending criteria which prohibits using borrowing solely for debt-for-yield investment. This will include as appropriate the UK Infrastructure Bank as announced in the Chancellor's 2021 Autumn Budget (see paragraph 10.3.6).

Principle 10

As well as using traditional funding mechanisms to finance capital schemes, the Council will also consider the use of alternative financing arrangements and develop these options if it is considered financially advantageous in the context of the Council achieving its capital investment objectives, but ensuring compliance with the Prudential and Treasury Management Codes of Practice.

Principle 11

Any public/private partnerships and initiatives requiring the deployment of Council capital resources or impacting in any way on the overarching capital investment policies or plans of the Council should be presented for consideration to the CIPB. The resources deployed to support such projects will also be subject to on-going review by the CIPB.

Principle 12

There will be a range of grant funding opportunities for which bids must be submitted; possibly at short notice and some of which may have a matched funding requirement. This will include the remainder of the £4.8bn Levelling Up Fund and the £2.6bn Shared Prosperity Fund confirmed in the Levelling Up the UK White Paper. The Council will respond as it considers appropriate to bidding opportunities, ensuring that bids are submitted which align with its objectives and capital investment priorities and that matched funding requirements are considered on a scheme by scheme basis with resource requirements prioritised accordingly.

Principle 13

The development of new or replacement schools will be led by the Education and Skills Funding Agency (ESFA) and such schools will be created as academies. Mindful of its overarching responsibility for the provision of education, where necessary, the Council will support or enhance ESFA projects using its land assets and/or financial resources.

Principle 14

Given the devolution agenda and the collaborative way in which the Council is working with the Greater Manchester Combined Authority (GMCA) and NHS partners, bids to the GMCA, the NHS or other organisations which may have a matched-funding requirement will be prioritised. Regard will be had during the appraisal process to ensure that the Council's objectives and capital investment priorities are achieved.

Principle 15

As Health and Social Care reform and the Integration agenda moves forward, the Council will prioritise the allocation of capital resources to support cross sector projects including facilities for joint service provision and the co-location of teams, with any consequent asset rationalisation. The Council will have regard to the restructuring of services in partner organisations in the National Health Service in line with the creation of an Integrated Care System.

Principle 16

The Council will have a range of capital investment priorities. Whilst these are initially determined on an annual basis, it will review and update the priorities in accordance with in-year developments, responding to local and national emerging issues. The priorities for 2022/23 to 2026/27 are set out in Section 3.

3 Priority Areas for Investment

3.1 The priority investment areas identified for the 2022/23 to 2026/27 period are covered below. This section highlights potential priority investment areas for 2022/23 onwards. These will be taken forward subject to the availability of resources and the approval of a full business case.

3.2 As part of the annual Capital Strategy, there is an ongoing requirement for continued funding of existing programmes of work on:

- a) Corporate Major Repairs /Disability Discrimination Act (DDA) Adaptations/ Legionella / Health and Safety Projects (Corporate Landlord Function);
- b) School Condition Works;
- c) ICT Strategy;
- d) Social Care;
- e) Environmental Services.

3.3 The principle of continued funding for the above schemes remains and will be revisited as part of the 2023/24 Capital Strategy.

3.4 In addition to the projects specifically referred to above, the following is a list of further/new projects for which funding may be required grouped by key strategies underpinning the programme:

1) Creating a Better Place

- a) School Investment
- b) Housing
- c) Housing Initiatives (funded by Housing Revenue Account resources)
- d) Town Centre and Borough-Wide Regeneration (incorporating Spindles and Town Square Shopping Centres, Wider Town Centre Redevelopment, Future High Street Fund Schemes, Making Space for Live Performance, Northern Roots and Royton Town Centre Development)
- e) Asset Management (including Medium Term Property Strategy, Surplus Sites and Working with NHS Partners)
- f) Green Initiatives and Decarbonisation

2) Highways and Transport

- a) Growth Deal 3;
- b) GM Mayor's Cycling and Walking Challenge Fund;
- c) Department for Transport Highway Maintenance Challenge Fund;
- d) Environment Agency (EA) Flood Management Programme;
- e) Transport for Greater Manchester (TfGM) active travel grant.

3) Other Programmes and Schemes

- a) Social Care (including the Better Care Fund (Disabled Facilities Grant) and responding to the Adult Social Care White Paper requirements)
- b) Fleet Replacement
- c) Local Improvement Fund
- d) GM Investment Fund Loans
- e) GM Devolution and Related Initiatives
- f) Opportunities arising from the Levelling Up the UK White Paper.
- g) Matched Funding for Grant Bids
- h) Funding for Emerging Priorities

- 3.5 Included within the Capital Strategy is an unallocated resource to provide funding for emerging priorities. This resource can be deployed to support existing priority schemes or new initiatives. This is considered a prudent approach to allow flexibility, revision and reassessment of priorities. The Capital Strategy also includes an additional unallocated resource to mitigate against the risk of scheme cost increases resulting from supply chain issues in the construction sector and associated inflationary pressures.
- 3.6 The Strategy does however include a longer-term vision, a forward look at those projects that are likely to run beyond the five year strategy and programme period or be initiated subsequently. This covers a timeframe for the 10 years from 2027/28 to 2036/37.
- 3.7 Further details of the capital priorities can be found in Annex A of this Capital Strategy.

4 Supporting Greater Manchester Devolution and Accessing Levelling Up and Shared Prosperity Fund Resources

- 4.1 Greater Manchester remains at the forefront of the city-region devolution agenda. The Greater Manchester Combined Authority has powers across a range of services and policy areas including health and social care integration, transport, strategic planning, housing, work and skills and the justice system.
- 4.2 The Greater Manchester Strategy is the key policy document that will shape the future of Greater Manchester. The plan explains the region's ambitions for the future of those who live in the towns, cities, communities and neighbourhoods that make up Greater Manchester. It covers health, wellbeing, work and jobs, housing, transport, skills, training and economic growth.
- 4.3 As COVID-19 infections remain significant, GM's 'Living with Covid Resilience Plan' is still in place. The plan supports the region's ability to respond to COVID-19 and aims to build resilience in the city-region for both now and in the future. Greater Manchester has been clear that the building back better phase of responding to COVID-19 needs to start now. The plan therefore outlines how Greater Manchester will respond to the disproportionate impact COVID-19 has had on people's lives and businesses, how to recover and build resilience and the level and type of support vulnerable communities will still need.
- 4.4 In recent years the GM strategy has identified the influence that the Greater Manchester Spatial Framework (GMSF) will have on Oldham's local development hopes and opportunities. As Stockport Council decided to withdraw from the GMSF in December 2020, the plan has been replaced by 'Places for Everyone' which is a joint development plan for jobs, new homes, and sustainable growth for the nine remaining districts. Public consultation on the draft plan concluded in October 2021. Final preparations are now being made to submit the plan to the Secretary of State.

The Influence of National Policy on the Devolution Agenda

- 4.5 The Chancellor's Autumn Budget and Spending Review 2021 published on 27 October 2021 set out proposals for taking forward the devolution agenda. Further principles have been included in the recently published Levelling Up the UK White Paper although the Government has already committed £7.5 billion of unringfenced 'gainshare' investment funding over 30 years, as part of nine devolution deals agreed with city regions across England. In addition, the Budget and Spending Review also continues funding for the Places for Growth programme, which aims to move 22,000 civil service roles outside London by 2030.

- 4.6 The National Infrastructure Strategy (NIS) published alongside the Chancellor's 2020 Spending Review has, in the last year, overseen the launch of the UK Infrastructure Bank; confirmed a further 15 Towns Deals worth £335m (including Oldham's worth £24.4m) to revitalise towns across England; and provided £1.2 billion up to 2024/25 for gigabit broadband rollout across the UK. These are identified as key initiatives in the Levelling Up the UK White Paper.

5 Affordability, Delivery and Risk Associated with the Capital Strategy

- 5.1 In compliance with the requirements of the Prudential and Treasury Management Codes, the following paragraphs consider the Council's capital financing and treasury management activity and its contribution to the provision of services along with an overview of how associated risk is managed and the implications for future sustainability looking at Prudence, Affordability and Sustainability.
- 5.2 The table below shows the Council's current borrowing position and its borrowing need including the Council's Capital Financing Requirement (CFR). The CFR represents total historic outstanding capital expenditure which has not yet been financed from either revenue or capital resources (£520.247m for 2022/23). It is essentially a measure of the Council's underlying borrowing need. Any capital expenditure, which is not immediately financed from cash backed resources, will increase the CFR. The CFR for 2022/23 is significantly higher than for previous years due to the anticipated impact of the investment relating to the Creating a Better Place programme.
- 5.3 The Council has a number of on-going Private Finance Initiative arrangements for the delivery of assets and services, presented at Other Long-Term Liabilities (OLTL) in the table below (£213.648m at the start of 2022/23) which has the effect of inflating the CFR. As can be seen, the Council's actual level of borrowing at the start of 2022/23 is expected to be £381.246m (the £213.648m plus debt at 31 March of £167.598m).

	2020/21 Actual £'000	Forecast position as at 31/3/22 £'000	2022/23 Estimate £'000	2023/24 Estimate £'000	2024/25 Estimate £'000
External Debt					
Debt at 1 April	167,843	172,843	167,598	195,993	240,988
Actual/Expected change in debt	5,000	(5,245)	28,395	44,995	25,995
Debt at 31 March	172,843	167,598	195,993	240,988	266,983
Opening OLTL* at 1 April	235,687	224,405	213,648	204,736	194,064
Expected change in OLTL	(11,282)	(10,757)	(8,912)	(10,672)	(11,365)
Closing OLTL at 31 March	224,405	213,648	204,736	194,064	182,700
Actual/ Forecast gross debt (borrowing requirement) at 31 March	397,248	381,246	400,729	435,052	449,683
The Capital Financing Requirement	491,713	494,877	520,247	545,998	561,922
Under / (over) borrowing	94,465	113,631	119,518	110,946	112,239

* Other Long-Term Liabilities

- 5.4 The CFR does not increase indefinitely, as the Council makes 'prudent' provision for debt repayment which broadly reduces indebtedness in line with each asset's life and

so charges the economic consumption of capital assets as they are used. The approach to making prudent provision is known as the Minimum Revenue Provision (MRP), in other words, making a direct charge to the Council's revenue budget to reflect the cost of repaying the borrowing. The Council's MRP Policy Statement is set out in Appendix 1 of the Treasury Management Strategy 2022/23.

- 5.5 It is important to note that the Council has for a number of years been projecting a borrowing requirement but has not needed to undertake any borrowing as there has been reprofiling of the Capital Programme and cash balances available, thus resulting in the under borrowed position. The Council did not fully borrow up to its CFR position therefore is still in an underborrowed position.
- 5.6 The Prudential Code states that it is the responsibility of the Council's Chief Finance Officer (Director of Finance) to explicitly report on the affordability, deliverability and the risks associated with this Strategy. These key elements are set out in the following paragraphs.

Affordability

- 5.7 Affordability is a key criterion when considering whether a project should be approved for inclusion within the Capital Programme. Before any decisions are made, new schemes are underpinned by a business case identifying the expenditure and funding, appraisal of alternative options and the risks and rewards associated with the scheme. The Business Case preparation and consideration process is set out fully in Section 11 of this Strategy.
- 5.8 All projects must also have a clearly identified capital funding source with a definite commitment of financial support if external funding, such as an external grant, is to be used. Also, there must be an identified source of funding to support any on-going revenue costs associated with the use of a capital asset, and these must be built into future years financial projections.
- 5.9 Where borrowing is to be used, the affordability test is the ability to fund interest costs linked to the borrowing, together with the repayment of the borrowing (the MRP charge). This repayment is matched to a prudent asset life and any income streams estimated to fund this asset must be sustainable. The Prudential Code sets out the requirements for the appropriate governance of such borrowing and the Council's processes comply with the requirements of the Code.

Delivery

- 5.10 The delivery of the individual schemes within the Capital Programme is directly linked to the process of approving the capital scheme. Each scheme has a project sponsor and a project manager responsible for the delivery and the subsequent achievement of the scheme objectives.
- 5.11 Project updates are provided at the regular meetings of CIPB as well as an overarching update on the Capital Programme. This facilitates the review and challenge to the delivery of projects and any changes to both the timing and value of the programme. In addition, an Annual Review of the Capital Programme is completed each year in accordance with the terms of reference of CIPB. The Annual Review process ensures that all schemes are examined to determine whether they are still aligned to corporate priorities. The review also considers the deliverability and progress of schemes including any reasons for delayed starts or variations to approved budgetary allocations. It also considers rephasing of planned expenditure and identifies any unutilised or underutilised resources which can be reallocated to other projects.

- 5.12 The Council's senior officers also have the opportunity to review and challenge project and programme delivery via monthly updates on the changes/re-profiling of expenditure.

Risks

- 5.13 The Council is exposed to a range of risks with regard to the continued affordability and delivery of the Capital Programme as follows:
- Financial risks related to the investment of the Council's assets, cash flow and market volatility;
 - Macroeconomic risks related to the growth or decline of the local economy, interest rates, inflation and the wider national and global economy. Of particular relevance in this regard is the legacy of the COVID-19 pandemic and Brexit which some commentators believe has contributed to significant increases in material prices and supply chain disruption across the construction industry.
 - Inflationary pressures currently being experienced may have adverse financial implications for other approved capital projects that are currently under development. The proposed capital programme includes specific provision to mitigate against the delivery impact of these inflationary pressures;
 - Insurance risks whereby some contractors are either unable or unwilling to put policies and cover levels in place which meet the Council's requirements. Equally, some insurers are broadening the scope of policy exclusions which may mean some construction risks are uninsurable;
 - Credit and counterparty risks related to investments, loans to public and private institutions;
 - Operational risks related to operational exposures within its organisation, its counterparties, partners and commercial interests;
 - Strategic risks related to key initiatives undertaken by the Council such as areas of organisational change deemed necessary to enable the Council to meet its goals and objectives, significant capital schemes, major acquisitions and new ventures;
 - Reputational risks related to the Council's dealings and interests, and the impact of adverse outcomes on the Council's reputation and public perception;
 - Environmental and social risks related to the environmental and social impact of the Council's strategy and interests. This is a risk that is becoming more high profile given the recent national and international publicity in relation to climate change;
 - Governance risks related to ensuring that prudence and careful consideration are prominent in the Council's decision-making, augmented by quality independent advice and appropriate checks to ensure that the Council has the correct level of oversight, scrutiny and efficiency; and
 - Risks arising from a financial commitment by the Council in line with Government policy when that policy is then changed mid-stream leaving the Council to manage the position.
- 5.14 Managing the Council's risks is an area of significant focus for senior management and Members. The Council adopts an integrated view to the management and qualitative assessment of risk. The Risk Management Strategy and Framework was approved by Cabinet at its meeting on 16 December 2019 and refreshed under delegation in the summer 2021. This updating of the strategy aimed to simplify the risk management process and to have regard to the most recent good practice developments. The Council aims to minimise its exposure to unwanted risks through a range of mitigation strategies that are considered with each individual business case or capital project.

- 5.15 However, it is important to recognise that there are significant risks associated with a large Capital Programme and associated borrowing, but these are mitigated as part of the Council's Treasury Management Practices and project management arrangements. As advised above, there is a robust capital business plan process, project management arrangements and/or project boards in place and all projects are delivered by suitably skilled staff. Appropriate consideration is given to tax planning, cash flow and the operational planning for the use of any asset. Governance is addressed by the establishment of officer/Member working groups with regular and transparent reporting. Due diligence is undertaken on loans and purchases and external advice is sought where necessary.
- 5.16 There are clear links from the Capital Strategy to the Treasury Management Strategy, prudential indicators, authorised borrowing limits and the revenue budget. These are also subject to review and oversight by Members at CIPB, Audit Committee, Cabinet and Council.
- 5.17 Members recognise that risk increases with any new borrowing and are mindful of this when considering funding arrangements. New borrowing will increase the Council's annual level of fixed interest and repayment costs which are already currently forecast to increase in the coming years and could have a borrowing liability of £449.683m by 2026/27.

Concept of Proportionality

- 5.18 In line with the Prudential and Treasury Management Codes and guidance from the Department for Levelling Up, Housing & Communities (DLUHC) the Codes require that regard is had to the "concept of proportionality" and the resulting "level of debt and aggregate risk being proportionate to the size of the authority". The Council has identified the following indicator (% of non-financial investment income as a contribution to the net revenue budget) to demonstrate the concept of proportionality as shown in the table below. This income relates to commercial activity which is generating additional income to support the financing of core services.

	2022/23 Estimate £'000	2023/24 Estimate £'000	2024/25 Estimate £'000	2025/26 Estimate £'000	2026/27 Estimate £'000
Total Net Non-Financial Investment Return	112	112	182	252	392
Net Revenue Budget	249,443	253,110	261,547	264,780	268,937
% of Net Non- Financial Investment Income as a contribution to Net Revenue Budget	0.045%	0.044%	0.069%	0.095%	0.146%

- 5.19 As can be seen in the table above, the net financial income as a contribution to the Net Revenue Budget is less than 1% over the life of the Capital Strategy. Within the Capital Strategy 2022/23 to 2026/27 there are no plans to invest in commercial activities solely to generate additional income in line with PWLB lending criteria.

6 Knowledge and Skills

- 6.1 The Capital and Treasury Finance Team has responsibility for both the preparation of and on-going management of the capital and treasury management strategies and Capital Programme. The team is staffed by professionally qualified accountants with extensive Local Government finance experience. Team members attend all relevant training courses, workshops and events to ensure that their knowledge and skills are

up to date and the Council is in a position to address all new technical developments. They all follow a Continuous Professional Development Plan (CPD) as part their individual accountancy accreditation. The overall responsibility for capital and treasury activities lies with the Council's Section 151 Officer who, in accordance with statute, is professionally qualified and is suitably experienced to hold the post.

- 6.2 The Council aims to provide training to Members on an annual basis, which is delivered by Council officers and external advisors. This ensures Members have a full understanding of key issues and have the appropriate knowledge and skills to make capital and treasury decisions. Members are updated on developments and any issues of significance throughout the year with information presented to the Audit Committee (responsible for Treasury Management), CIPB (responsible for the Capital Programme) and at Cabinet Member briefings.
- 6.3 The Council uses the Link Group, Treasury Solutions as its external Treasury Management advisors. The Council recognises that it is essential to engage with external providers of Treasury Management services in order to acquire access to specialist skills and resources. The Council also arranges for Treasury Management training to be provided to Members; particularly Audit Committee and Cabinet Members to facilitate robust scrutiny and decision making. The latest training session for Members was provided on 5 October 2021.
- 6.4 When looking at a commercial element within a particular capital scheme, where the primary focus is on public service, housing, regeneration, preventative objectives or treasury management investments, officers from relevant professional disciplines from across the Council are involved in conducting due diligence exercises. Alongside the internal teams the Council also uses external advisors to complete the due diligence process.

7 Treasury Management

- 7.1 The Council produces a Treasury Management Strategy which is approved by full Council annually as part of the Budget Setting process.
- 7.2 The Capital Strategy and Treasury Management Strategy are closely linked as the Capital Programme determines the borrowing need of the Council, essentially the long term cash flow planning and ensures that the Council can meet its capital spending obligations. The Capital Strategy is integral to treasury management activities throughout the year in the management of long term cash that may involve arranging long or short term loans or investing longer term cash flow surpluses. A treasury action is to look for opportunities to restructure any existing borrowing in support of the Councils budget process.
- 7.3 At the end of the five year Capital Strategy period the Council's debt is forecast to be £449.683m. Included within the Council's CFR under long term liabilities are items such as Private Finance Initiative (PFI) and leasing arrangements. The Council is currently expected to have £213.648m of such liabilities at the start of 2022/23 which is expected to reduce to £182.700m by the end of the Capital Strategy period. The Council's Operational Boundary for 2022/23 is forecast to be £523.000m. The Council's Authorised Borrowing limit will be £548.000m for 2022/23.
- 7.4 The Council is required to set aside 'prudent' provision for debt repayment where borrowing or credit arrangements have been used to finance capital expenditure. This is known as Minimum Revenue Provision (MRP). Over the Capital Strategy period the Council has an MRP provision of £82.300m.

- 7.5 The Audit Committee is responsible for the scrutiny and governance of Treasury Management activity within the Council. It reviews the Treasury Management policy and procedures and all Treasury Management reports. However, the Policy Overview and Scrutiny Committee also scrutinises the Treasury Management Strategy alongside the full suite of budget reports prior to their presentation to Cabinet and Council for final approval. As both the Treasury and Capital Strategies are reviewed together, it allows for a combined scrutiny process.
- 7.6 Throughout the year the Audit Committee receives regular updates on performance and emerging issues including the Mid-Year Review report which is also reported to full Council. It is also important to note that the Treasury Management function is subject to regular Internal and External Audit reviews. All recent reviews have highlighted the high standard by which the Treasury Management function is delivered.
- 7.7 Further detail can be found in the Treasury Management Strategy 2022/23.

8 Long Term Loans

- 8.1 The Council has the ability, should it choose to exercise its powers, to enter into loan arrangements to support the delivery of strategic corporate priorities.
- 8.2 The Council has chosen to make limited use of its ability to enter into loan arrangements, but in such instances, all loans have been and will be approved in line with the Council's Constitution under the Financial Procedure Rules which ensures that they are prudent and secured by:
- A full independent due diligence process;
 - Ensuring adequate security for the loan is in place;
 - Continuous monitoring of the loans and undertaking review meetings;
 - Ensuring the financial exposure of the Council is proportionate to its size.
- 8.3 The Council may choose to provide assistance to organisations where they have experienced difficulty in securing funds from other sources at affordable interest rates. In order to deliver corporate priorities, loans to third parties may be offered at an interest rate below the market rate. Where the loan is advanced at less than a market interest rate there is an associated loss of investment return which would otherwise have been earned on these funds. The cost to the Council in this respect would be reflected in the Council's Annual Accounts. Any loans to third parties are recognised as investments and detailed within the Annual Investment Report in the Treasury Management Strategy.
- 8.4 Loans are treated as capital expenditure and will therefore be approved as part of the Capital Programme.

9 Other Non-Treasury Investments

- 9.1 Historically low interest rates and low investment returns have contributed to pressure on the Council's revenue budget. Combined with the revenue budget shortfall the Council faces and the relatively low returns available on cash investments, plus Central Government financial support for local public services having been reduced significantly during the previous decade, the Council has investigated various options for generating enhanced returns.
- 9.2 The Council holds commercial property assets that were acquired prior to the introduction of the revised PWLB lending criteria. These assets are located throughout the borough but were purchased primarily to support local policy objectives including

the acquisition of strategic sites to support long term redevelopment and regeneration. The fair value of these assets will be reviewed as part of the Council's Treasury Management activities. Should the valuation be lower than the purchase cost, the Council will report this in the Treasury Management Strategy, along with the consequences of the loss on security of investments and any revenue budget implications.

- 9.3 The Council has also invested in the Churches, Charities and Local Authorities (CCLA) property fund. As advised within the Treasury Management Strategy due to the anticipated fluctuations in price this is an investment with a minimum time horizon of 5 years. The Council currently holds £15.000m in the property fund and the investment currently generates a return of approximately 4.5% per annum.
- 9.4 During 2021/22, the property fund has seen a gradual increase in the value as the markets recover from the COVID-19 pandemic. As per previous years, occupier trends continued to be stable, and the dividends remained constant at a similar rate.
- 9.5 Any further investment in the CCLA or any such longer term investment funds/bonds will only be undertaken after detailed and thorough due diligence and having regard to the Treasury Management principles of security of capital, liquidity, yield and ethical investments.

10 Capital Resources to Support Capital Expenditure

10.1 The Utilisation of Capital Resources

- 10.1.1 The Council's strategy is to ensure that all resources are deployed to support the achievement of the Council's objectives. The Council's Capital Strategy and capital planning arrangements are consistent with, and linked to, the Greater Manchester Strategy but also enhance the Council's own co-operative ethos and other corporate initiatives such as Get Oldham Working, with the devolution of some resources and decision-making to Districts and Neighbourhoods. As such, the aspirations of District Partnerships need to be considered and they will be consulted, as appropriate, over potential bids for any available funding. The District Investment Fund and its replacement the Local Investment Fund are included in the Capital Programme, currently at £0.908m in the financial year 2022/23.
- 10.1.2 As most capital financing can be used for projects at the Council's discretion, the Council is able to address its own priorities and shape the Capital Programme to align with local, regional and national priorities.

10.2 Creation of a Central Pool of Capital Resources

- 10.2.1 The Council will ensure that it facilitates the achievement of Council objectives by taking full advantage of freedoms and flexibilities arising from the fact that most resources are un-ringfenced. All un-ringfenced capital funding and other non-specific Council capital resources, that are not required to finance existing commitments, will be pooled into one central fund. This corporate resource will then be managed so that only schemes which can demonstrate alignment with Council priorities will be allocated funds. The Capital Investment Programme Board (CIPB) will review all bids for resources, evaluate them and then make recommendations to:
 - a) Cabinet/Council on the prioritisation of resources for the initial 2022/23 to 2026/27 Capital Programme.

- b) The appropriate decision-maker for any subsequent revisions to the Capital Programme.
- 10.2.2 The Budget Council will make the final decision on the overarching Capital Programme for 2022/23 to 2026/27 and will subsequently delegate (subject to the provisions in the Council's Constitution) the updating of the programme and revisions to projects following review and recommendations by the CIPB.
- 10.2.3 The CIPB will review the usage of any ringfenced resources to ensure alignment with other spending plans and the maximisation of benefits to the Council.
- 10.2.4 In determining the size of the central fund, the CIPB will have regard to the following:
 - a) COVID-19 Recovery Strategy and associated initiatives to create jobs and assist the regeneration of the local economy, incorporating the Creating a Better Place programme
 - b) The statutory fourth Greater Manchester Local Transport Plan (GMLTP4). This is part of the long-term transport strategy for Greater Manchester to 2040 with a five-year delivery plan.
 - c) The current pressure on primary and secondary places in certain areas of Oldham and the lack of capacity in the current school stock.
 - d) The Disabled Facilities Grant (DFG) is provided to meet the Council's obligation to finance adaptations to the homes of disabled residents and its commitments to wider social care. The Council receives the DFG funding via the Better Care Fund (BCF) and this is included within the pooled funding arrangements with Oldham CCG and its successor body arising from the creation of an Integrated Care System for Oldham.
 - e) Social Care funding requirements arising from pooled funding arrangements
 - f) Development of new policies arising from the recent White Papers on the reform of Adult Social Care.
 - g) The development of opportunities for new schemes arising from the Levelling Up the UK White Paper.
 - h) The Council's ambition to deliver its Housing Strategy.
 - i) Any resources allocated by Central Government after approval of the Council's 2022/23 to 2026/27 Capital Strategy/Capital Programme.
- 10.2.5 The Council will therefore passport all of the un-ringfenced resources for schools (via the Education Basic Need grant), transport, Disabled Facilities Grant and housing related funding to support spending in each of these respective areas.
- 10.2.6 Grant funding allocations notified to the Council also include information regarding capital maintenance funding for Voluntary Aided (VA) schools. This grant is paid directly to the Church of England and Roman Catholic Diocesan authorities and is not therefore included within the Council's Capital Programme. Expenditure undertaken by the Council on VA schools is planned with regard to the availability of contributions from the VA grant and diocesan resources.

10.3 Methods of funding capital expenditure

- 10.3.1 There are a range of methods for funding capital expenditure. The methods that will be used by the Council are set out as follows:
 - a) **Government Grants and Non-Government Contributions**
- 10.3.2 Capital resources from Central Government can be split into two categories:

- i) Un-ringfenced – resources which are delivered through grant that can be utilised on any project (albeit that there may be an expectation of use for a specific purpose). This now encompasses the vast majority of Government funding.
- ii) Ring-fenced – resources which are ringfenced to particular areas and therefore have restricted uses.

10.3.3 Where there is a requirement to make an application to an external agency for external funding and, when appropriate, to commit Council resources as matched funding to any bid for external resources, a business case (following the three-stage process described at Section 11) must be presented to the CIPB for approval. This must justify the bid for external resources and any Council matched funding prior to submission of the bid.

b) Prudential Borrowing

10.3.4 The Council will consider financing capital projects using prudential borrowing where plans are sustainable, affordable and prudent. Full appraisal will take place to ensure that, where appropriate, sufficient revenue returns are generated to cover the cost of borrowing.

10.3.5 Where it is considered that Prudential Borrowing is the appropriate method of funding, but it requires additional revenue financing, the cost will be reflected in the revenue budget planning process.

10.3.6 The Council applied for and received the PWLB Certainty Rate reduction. This entitles the Council to receive a 20 basis points rate reduction on the prevailing rate of PWLB on any borrowing undertaken from 1 November 2021 to 31 October 2022. The obvious benefit to the Council of the certainty rate is reflected in reduced Treasury Management borrowing costs in relation to any PWLB borrowing undertaken. The Council will look at and assess all sources of external financing with a view to externally borrowing at an appropriate time when the borrowing need is identified. This will include, as appropriate, accessing funding through the UK Infrastructure Bank as announced in the Chancellor's Autumn Budget (October 2021).

c) Capital Receipts

10.3.7 Section 9 (1) of the Local Government Act 2003 defines a capital receipt as "a sum received by the authority in respect of the disposal by it of an interest in a capital asset".

10.3.8 Section 9 (2) of the Act states "an asset is a capital asset if, at the time of the disposal, expenditure on the acquisition of the asset would be capital expenditure".

10.3.9 Capital receipts are usually restricted to use for:

- i) Financing new capital investment.
- ii) Reducing borrowing under the Prudential Framework.
- iii) Paying a premium charged in relation to any amounts borrowed.
- iv) Meeting any liability in respect of credit arrangements.
- v) Meeting disposal costs (not exceeding 4% of the receipt).

10.3.10 In general, capital receipts arising from the disposal of housing assets and for which account is made within the Housing Revenue Account (HRA), are governed by the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003. In summary the regulations require that receipts arising from:

- i) Right to Buy (and similar) sales may be retained to cover the cost of transacting the sales and to cover the debt on the properties sold, but a proportion of the remainder must be surrendered to Central Government; and
- ii) All other disposals may be retained in full provided they are spent on affordable housing, regeneration or the paying of housing debt.

10.3.11 Such receipts have reduced substantially since the transfer of the housing stock to First Choice Homes Oldham (FCHO).

Value Added Tax (VAT) Shelter

10.3.12 As part of the Housing Stock transfer that took place in February 2011 a Value Added Tax (VAT) shelter agreement was entered into with FCHO. This allows FCHO to obtain the same VAT exemption on its capital works as the Council. The shelter only applies for first-time improvements and is expected to cease in 2024/25. FCHO retained all the benefits in the first four years and the savings thereafter have been split 50:50 with the Council, although the first £6.000m was top sliced to deal with outstanding FCHO asbestos liabilities.

10.3.13 FCHO has provided an indicative notification of the release of resources from the VAT shelter for 2022/23 and this is being used to support the capital receipts requirement underpinning the Capital Programme.

Ringfencing of Capital Receipts

10.3.14 Where the sale of an asset leads to the requirement to repay grant, the capital receipt will be utilised for this purpose. Once this liability has been established and provided for, capital receipts will be available to support the Capital Programme as a corporate resource.

10.3.15 The only areas where the Council ringfences capital receipts are in respect of:

- i) The Equity Home Loan Initiative.
- ii) Saddleworth School as part of the Priority Schools Building Programme.
- iii) The Flexible Use of Capital Receipts Strategy – in 2022/23 the first £2.500m of unallocated receipts will be used to support the revenue budget via the financing of transformational projects.

Flexible Use of Capital Receipts

10.3.16 As part of the Local Government Finance Settlement (LGFS) in March 2016, the Secretary of State for Housing, Communities and Local Government provided Local Authorities with the opportunity to use capital receipts to fund the revenue costs of transformation. This flexibility was then extended to 2021/22 as part of the 2018/19 LGFS. Alongside the Final LGFS in February 2021, this flexibility was extended for a further three year period (2022/23 to 2024/25). As previously stated, the Council intends to utilise £2.500m of capital receipts to fund elements of Oldham's transformational agenda in line with the Directive guidance. Therefore in 2022/23 the first £2.500m of unfettered receipts will be used to support the revenue budget via the financing of transformational projects.

10.3.17 The Flexible Use of Capital Receipts is designed to offset the revenue cost of transformational projects which are expected to deliver future ongoing revenue savings for either the Council or other public sector delivery partners.

10.3.18 In order to take advantage of this freedom and flexibility, the Council must act in accordance with the statutory guidance issued by the Secretary of State. This guidance requires the Council to prepare, publish and maintain a Flexible Use of Capital Receipts Strategy. The Council's Flexible Use of Capital Receipts Strategy is included in Annex D.

Availability of Capital Receipts

10.3.19 In considering the 2022/23 Capital Programme, and given the position with regard to capital receipts, a prudent approach has been taken with capital receipts assumed in accordance with an anticipated timeline for asset disposal. However as advised above, the Council anticipates utilising £2.500m under the Flexible Use of Capital Receipts Strategy in 2022/23 to support transformational projects.

10.3.20 The level of receipts upon which the programme relies to fund existing and new commitments has in the past been affected by the property market and more recently the COVID-19 pandemic which has impacted on the:

- i) Ability of the Council to sell assets within the timescale anticipated.
- ii) Level of receipt actually generated, which has sometimes been less than originally forecast.

10.3.21 The Council's objective to rationalise the corporate estate (as highlighted in the Medium Term Property Strategy and the Creating a Better Place programme), will lead to the marketing of increasing numbers of surplus assets. This has the potential to affect both (i) and (ii) above. This is being carefully managed to ensure that the Council receives the best disposal price possible. The Council has specific staffing resources to manage the phased disposal of former schools' sites, residual Housing Market Renewal sites and other strategic regeneration sites. External expertise has been engaged to supplement in-house teams if required when rationalisation activity increases.

10.3.22 The availability of sites for sale could potentially be reduced if there is earmarking of key plots for inclusion in any future Joint Venture opportunity for or any regeneration projects throughout the Borough. Again, this position will be carefully managed in the context of the overall financial position of the Council.

10.3.23 Monitoring of capital receipts is undertaken through an officer sub-group that reports to the CIPB and the Corporate Property Board (CPB); follow-up actions are initiated to address any comments raised. The capital monitoring report is usually presented to Cabinet at months 3, 6, 8 and 9 and advises Members of receipts compared to target.

d) Revenue Contributions

10.3.24 A service or school may wish to offer some of its revenue budget or reserves to support the financing of a capital project. This is acceptable if it can be demonstrated that this funding is unfettered.

e) Use of Leasing

10.3.25 Some of the assets used by the Council have previously been financed by leasing arrangements. Leasing is considered as a viable option for consideration when

financing options are being appraised. Leasing may occasionally offer better value for money than financing through prudential borrowing, however, at the time a decision is required, a full financial appraisal will be undertaken.

f) Section 106 Agreements

10.3.26 In considering an application for planning permission, the Council may seek to secure benefits to an area or restrict uses or activities related to a proposed development through the negotiation of a 'planning obligation' with the developer. Such obligations, authorised by Section 106 of the Town and Country Planning Act 1990, generally either improve the quality of the development, or overcome difficulties which would otherwise result in planning permission being refused. A planning obligation must be:

- i) Necessary to make the development acceptable in planning terms;
- ii) Directly related to the development; and
- iii) Fairly and reasonably related in scale and kind to the development.

10.3.27 As such, therefore, the Council may in some instances receive funds to enable it to undertake works arising from these planning obligations. Examples of the use of planning obligations are the:

- i) Provision of affordable housing.
- ii) Improvement to community facilities - Public open space/play areas, educational facilities.
- iii) Improved transport facilities - contributions have previously been used towards Oldham bus station, park and ride and the provision of cycle lanes.
- iv) Public art.
- v) Renewable energy measures.
- vi) Specific measures to mitigate the impact on a local area, for example parking restrictions, landscaping or noise insulation.

10.3.28 The use of any Capital Section 106 funding will be presented to the CIPB for review.

g) Community Infrastructure Levy

10.3.29 The Council has the option to charge a Community Infrastructure Levy (CIL), a planning charge based on legislation that came into force on 6 April 2010. The Council has considered this but at this time there are no plans to progress the CIL. The position will be kept under review as work is taken forward in relation to the Greater Manchester initiatives and the Council's own Local Plan.

h) Private Finance Initiative (PFI)

10.3.30 PFI was a means by which the Council facilitated major new infrastructure projects. Typically, the schemes involve partnerships between the public and private sector to fund public sector infrastructure projects with private capital. Oldham has considerable experience of PFI with two schools' projects, two housing projects, the Library and Lifelong Learning Centre and the street lighting initiative.

10.3.31 In the Autumn Budget 2018 the Government announced that there would no longer be the use of PFI for major investments and a new centre of excellence would be established to manage existing deals “in the taxpayer’s interest”. The Government emphasised its commitment to maintaining current commitments on PFI contracts. As a result, no new PFI projects or similar initiatives are anticipated within the Strategy period.

i) UK Municipal Bonds Agency Plc

10.3.32 The UK Municipal Bonds Agency (UKMBA) is owned by the Local Government Association (LGA) and managed by PFM; the largest independent financial advisory firm in the United States that works solely for public sector clients. It has extensive experience in the US bonds market and has a wealth of experience of bringing bonds to market for public sector clients. The aim of the agency is to provide Councils with a cost-effective source of long term borrowing (as an alternative to the PWLB) and to introduce sector owned diversity into the Local Government lending market.

10.3.33 To date the UKMBA has made two issuances on behalf of one individual Council which have resulted in a lower than the equivalent rate from the Public Works Loan Board. At this present time, work is ongoing, to issue the UKMBA’s first proportionally guaranteed bond, that is likely to involve a number of Local Authorities. The pooled bond is expected to be a £250m 10-year fixed rate bond.

10.3.34 The Council has invested a total sum of £0.100m in the equity of the UKMBA. The Council will continue to monitor issuances by the UKMBA and cost of funds from the UKMBA as an alternative source of finance with a view to borrowing at an appropriate time if terms are preferential.

11. Capital Investment and Disposal Appraisal

11.1 Capital Investment

11.1.1 All capital investment will be commissioned on the recommendation of the Capital Investment Programme Board (CIPB) which will enable any expenditure and its funding to be better aligned with corporate priorities, partners and funding sources. Partners, from both the public and private sector will be at regional and local levels as well as at a district level.

11.1.2 Within the Council, a concept for a potential capital project should originate from, or at least be ‘owned’ by Senior Responsible Officer (SRO) or Directorate Management Teams (DMTs). The SRO or DMT that ‘owns’ the concept should prepare or direct the preparation of a Strategic Business Case (SBC) for the proposed project. The Strategic Business Case should be submitted to CIPB for consideration, with the exception of Strategic Regeneration projects where the Corporate Property Board (CPB) first reviews the SBC.

11.1.3 If the CIPB (or the CPB in the case of Strategic Regeneration Projects) is satisfied that the proposal meets investment criteria, it will be given approval to progress to Stage 2 of the process – the completion of an Outline Business Case (OBC). The OBC builds on the SBC providing more detailed information including the benefits that could be realised and may include a number of options to deliver the proposed benefits. The OBC will be submitted to the CIPB for consideration, and if it is satisfied with the proposal will give guidance for the development of a preferred option.

- 11.1.4 Stage 3 of the process entails the completion of a Final Business Case (FBC) which will then be submitted to the CIPB for final consideration. Again, building on the OBC, the FBC will contain evidence of a:
- a) Detailed financial analysis of all costs/income including how the project is financially sustainable and that any adverse revenue implications can be dealt with within existing budgets.
 - b) Robust delivery plan including how the chosen option delivers the highest impact in achieving the required outcomes with identified key project milestones enabling progress review.
 - c) Risk assessment and that appropriate actions to negate these risks have been identified.
 - d) Full exit strategy where the project involves a disposal.
 - e) Method of procurement that represents value for money.
- 11.1.5 By adopting the process outlined above, CIPB exercises control over capital projects through the recommendation of approval of:
- a) Strategic Business Cases (SBC) outlining the initial idea or 'concept' for a project.
 - b) Outline Business Cases (OBC) which will focus on links to the Corporate Plan and outcomes.
 - c) Full Business Cases (FBC) – the final investment decision. This will focus on how the priorities set out in the OBC will be delivered, including:
 - i) Project description
 - ii) Consultation
 - iii) Expenditure and funding including whole life costs and revenue implications
 - iv) Outputs
 - v) Option Appraisal
 - vi) Value for Money
 - vii) Delivery
 - viii) Risk Management
 - ix) Sustainability, forward strategy and evaluation
 - x) Asset Management
 - xi) Procurement
 - xii) Social Value Impacts
 - xiii) Equality Impact Assessment
 - xiv) Environmental Impact Assessment
 - xv) Contribution to the achievement of corporate initiatives including Get Oldham Working

- 11.1.6 Depending on the circumstances of the bid for resources, the CIPB has the discretion to vary the three stage review process and omit one or more of the stages.

Gateway Review System

- 11.1.7 The Council has adopted a gateway review system for all projects within the Capital Programme to promote the following principles:
- a) Carrying out structured reviews at decision checkpoints, defined by boundaries between management stages, to test the project's management and its readiness to progress to the next stage.

- b) Promoting project assurance through the application of a structured project management system.
 - c) Informing the governance process.
- 11.1.8 The Gateway Review structure is designed to be efficient by only requiring detail when it is needed to get to the next stage. It also tries to minimise additional work for team members by using templates that build on each other, reducing the need for reworking.
- 11.1.9 Gateway Reviews are undertaken by the Strategic Regeneration Project Management Office which has been specifically set up to ensure there is a robust review process in place to support the delivery of capital schemes and therefore to support the work of the CIPB.
- 11.1.10 There are four Gateway Reviews which are initiated at key milestones in the delivery of a programme, Gateways 1 to 3 are undertaken in the approval process for the Strategic, Outline and Final business cases respectively, Gateway 4 is undertaken in support of the delivery and handover phase. It is important to note that the Gateway report is used to advise and inform those responsible for making the investment decision, the decision will not be made by the Gateway Review team.
- 11.2 **Service Challenge & Review, Efficient Use of Assets**
 - 11.2.1 As part of the Creating a Better Place programme, the Council has started an ambitious programme of transformation which includes rationalising the corporate estate as a key driver for change which includes the delivery of revenue budget reductions.
 - 11.2.2 A review of the Council's operational land and property portfolio has been initiated to consider:
 - a) The core office estate;
 - b) The operational asset base used for district-based service delivery; and
 - c) Land.
 - 11.2.3 Through the Creating a Better Place programme, an Assets Accommodation and Investment Group is leading work to further streamline the Council's core office accommodation, working collaboratively with other public sector partners, to exploit collective town centre property ownerships (including the Spindles and Town Square Shopping Centres) to maximise benefits from regeneration, inward investment and improve efficiency in operating costs. This will align with the Government's One Public Estate (OPE) Programme and the work undertaken by the Strategic Estates Group (SEG).
 - 11.2.4 With regard to the review of operational district assets and Place-Based operating arrangements, the Property Team and services continue to work closely alongside wider public and third sector partners to ensure that portfolios are the best fit for purpose and efficient usage is maximised. Work with NHS partners has been accelerated to support the health and social care integrated working agenda.
 - 11.2.5 In taking forward the Creating a Better Place programme, the disposal of land and property assets will be progressed with alignment to corporate objectives and incorporated into the asset rationalisation programme. The review of the Council's existing investment portfolio will be included as part of proposals to further streamline the Council's Asset Estate, in line with required capital receipts targets and approved revenue budget savings.

- 11.2.6 Governance of the Council's land and property portfolio is provided via the Land and Property Protocols which form part of the Council's Constitution, providing a strategic governance framework within which land and property transactions are undertaken and the corporate portfolio is managed in a consistent, transparent and appropriate manner. The Protocols are regularly updated to reflect Statutory, Administrative and Organisational changes and have recently been revised in line with the recommendations of the Creating a Better Place programme.
- 11.2.7 The Corporate Property Board oversees the acquisition and disposal of land and property assets and monitors the progress of the asset rationalisation programme and performance of the investment portfolio.

12 The Prioritisation of Capital Requirements

- 12.1 Once a bid for capital expenditure has passed through the Gateway process and has demonstrated that it aligns with Council priorities and links to the Greater Manchester Strategy (if appropriate) and it has been agreed that it is suitable for capital investment, the strategic requirements will be prioritised using the following criteria (it should be noted that these are not mutually exclusive or in ranking order):
- 12.2 The criteria examine whether the proposal is:
- a) Related to mandatory, contractual or legislative service delivery requirements.
 - b) Required to achieve the delivery of a specific revenue budget saving within the revenue budget setting process.
 - c) Required to support Service Plan priorities.
 - d) Enhancing the Co-operative Council agenda and demonstrating the delivery of wider Social Value.
 - e) Supporting the Get Oldham Working priority initiative and demonstrating how it delivers the aim of local jobs for local people.
 - f) Supporting integrated working with NHS partners or in support of other GM strategic objectives
 - g) Linked into other regional objectives.
 - h) Enhancing the asset management/estate management agenda.
 - i) Providing general revenue budget reductions or offering the delivery of a more efficient service including promoting the digitisation of Council services.
 - j) Fully-funded from external resources.
 - k) Securing substantial external resources for which Council matched funding is required.
 - l) Likely to have the highest impact on achieving improved performance against the Council's key objectives.
 - m) Making a contribution to carbon reduction targets and renewable energy initiatives as part of the Council's Green New Deal.
 - n) Supporting regeneration and economic growth, particularly in the town centre and district centres.
 - o) Supporting recovery from the impact of the COVID-19 pandemic.
- 12.3 The results of this process will be presented to Members each year as part of the capital budget setting process, or during the year if projects come forward outside of the normal timeframe.

13 The Procurement of Capital Projects

- 13.1 The structure of the Council's procurement and strategic relationship management function includes designated Commercial Procurement Managers whose focus is to support all capital projects.
- 13.2 Integration of revenue and capital financial planning provides opportunities for greater efficiency by selection of the most effective procurement processes to ensure the best commercial solution.
- 13.3 The Council is keen to ensure that Social Value, is demonstrated during the procurement process, linked to the principles of the co-operative agenda. Therefore, this is of key importance in the procurement of all capital schemes. The social value deliverables are actively monitored by the procurement team throughout the life of the contract.
- 13.4 Efficiency gains via procurement will be achieved by:
- a) Efficient procurement processes which are constantly being enhanced with opportunities being developed to ensure the best commercial solution is selected and delivered.
 - b) Expanding the range of providers included within the Council's early payment discount scheme.
 - c) Strategic contract management of the wider supply chain to ensure continuous savings through the life of the project.
 - d) Procuring fixed price contracts with risk/reward terms to incentivise further efficiencies.
 - e) Joining in GM wide procurement initiatives which will provide savings through economies of scale.
 - f) Public Private Partnership (PPP) agreements and other innovative financing arrangements where practicable.
 - g) Leasing/borrowing strategies which will consider the most effective means of acquiring assets.
 - h) Establishing the Northwest Contactor Framework from April 2022 to facilitate the engagement of construction contractors to deliver Council planned projects. The framework will also generate additional income from other public bodies who wish to use the framework.

14 The Measurement of the Performance of the Capital Programme

- 14.1 The capital commissioning approach that has been adopted by the Council is supported by a strong programme management process in order to ensure a co-ordinated corporate approach to the strategic alignment of investments. The process has been modelled on the PRINCE 2 project management methodology and the Office of Government Commerce (OGC) Gateway Review System, incorporating risk assessment, risk management, option appraisal, cost v benefit analysis, etc. This ensures that investments are planned, managed and delivered prudently.
- 14.2 The Capital Investment Programme Board (CIPB) has a remit to review the financial performance of the Capital Programme and from month 3, it receives a monthly monitoring report. In addition, financial monitoring reports will be considered by Cabinet at months 3, 6, 8 and 9 together with a capital outturn report. Issues that have been considered and agreed at the CIPB can be reported to Cabinet as necessary via the regular financial monitoring reports.

- 14.3 The undertaking of the detailed annual review of the Capital Programme provides the opportunity to review all schemes or focus on specific areas of concern.
- 14.4 Where a potential cost overrun has been identified, the CIPB will explore possible solutions in detail. It will also consider any under spending or identified surplus resources which can be added to the central pool of resources. The CIPB may also suggest a reallocation of resources to other projects.
- 14.5 Where there is a delay in the commitment of programme/project resources, the CIPB will require project managers to report the reasons for the delay and consider whether it would be appropriate to recommend the decommissioning of the project and the reallocation of un-ringfenced resources to other projects.
- 14.6 The performance of the Capital Programme is also measured by the prudential indicators which are reported to Cabinet/Council as part of the Treasury Management Strategy, the Treasury Management half-yearly review, and the Annual Review. Some grant regimes, such as the Towns Fund, have separate monitoring arrangements with reports required to be submitted to Government. Where appropriate CIPB will consider such external reports.

15 The Capital Investment Programme Board

- 15.1 The Capital Investment Programme Board (CIPB) is an Advisory Board and is chaired by the Deputy Leader and Cabinet Member for Finance and Low Carbon. The lead Chief Officer for CIPB is the Executive Director – Place and Economic Growth. The Leader of the Council and the Deputy Leader and Cabinet Member for Neighbourhoods have a standing invitation to all meetings. The Board is supported by the Director of Finance, the Director of Education, Skills and Early Years and the External Funding Manager. The Board has a Terms of Reference and detailed reporting performance processes which are included at Annex B.
- 15.2 All Directorates are represented at Director level by invitation to attend CIPB as and when projects for which they are responsible are being considered. The Chair may also invite the relevant Cabinet Member to attend when a project within their portfolio is being discussed.

Priority Areas for Investment

The priority investment areas identified for the 2022/23 to 2026/27 period covered by this Capital Strategy document are set out below, along with information about longer term projects which form part of the vision for the borough.

The Capital Strategy is split between two distinctive elements, the short to medium term and a longer-term vision. In the short to medium term (years 0 to 5), the primary focus is geared towards the delivery and implementation of a wide range of priority capital schemes. At this stage, the management of potential risks in relation to delivery is significant for the Council. It must be noted that within the short to medium term timeframes the Capital Programme may be amended with the introduction of urgent, high priority capital schemes. This Capital Strategy allows for flexibility to ensure that new schemes can be included in the programme or existing schemes re-scoped to deal with changing circumstances or to secure new funding opportunities that may arise. This stage also allows the Council to develop plans that contribute to the Council's immediate priority objectives such as the town centre vision, housing and borough wide regeneration as encompassed in the Creating a Better Place programme.

The Council incorporates Capital Programme expenditure and funding projections into its medium term cashflow forecasting which in turn drives the debt management strategy for the Council. Decisions on debt financing will be influenced by capital projections as well as forecast capital receipts. The Capital Programme and the implications of the programme for MRP and debt financing costs are incorporated into the revenue budget and Medium-Term Financial Strategy.

The breakdown of funding by project area is shown across the current programme to 2026/27 at Annex C. The narrative supporting the programme is set out below together with information about projects which the Council plans to take forward in the following 10 years from 2027/28 to 2036/37.

A) Schemes to be Delivered in Years 0-5 (2022/23 to 2026/27)

Capital schemes for which funding may be required and for which funds could be allocated are set out in the following paragraphs. Each of these schemes would need to be progressed by the submission of detailed and fully costed business cases demonstrating how they achieve corporate priorities. Schemes have been categorised based on current information over a delivery timeframe focused on;

- those that will be initiated and delivered in the five years of this strategy period (2022/23 to 2026/27); and
- those which will progress from 2027/28 to 2036/37 (a further 10 year timeline).

It is probable that due to rephasing, some projects will move from the first to the second delivery period.

1 Ongoing Requirements

There are requirements for the continued annual funding of existing programmes of work across the current five year programme and beyond. The continuation of funding schemes are summarised as follows:

- a) Corporate Major Repairs /Disability Discrimination Act (DDA) Adaptations/ Legionella / Health and Safety Projects (Corporate Landlord Function)

Spending in this area aims to enable the Council to secure the integrity of the corporate estate and ensures that the Council is compliant with its statutory obligations under DDA and Health and Safety legislation. Provision for such expenditure is included within the People and Place – Corporate Property service budget which has an allocation of £8.493m in 2022/23.

b) School Condition Works

The Council has provided resources to address the most immediate needs (priority 1) for condition works within the school estate. There is however, increasing demand on the school condition works budget to address priority 1 condition issues as well as other preventative works prior to arrival at priority 1 status. Provision is included within the People and Place – Corporate Property (Education Premises) budget.

c) ICT Strategy

The core elements of the ICT strategy are still relevant, as supported by the Delivering a Sustainable Future (DaSF) review initiative taking forward the Council's transformational change agenda to address the revenue budget challenge. This has recommended the Council invests in a number of themes. The investment in ICT is further categorised into two main focus areas, Technology and Digital Transformation.

Technology is essentially delivering the technical components to maintain a secure IT Service and builds on the Technology Roadmap from previous years.

Digital Transformation is a key enabler for Service and Organisational change that can deliver improvements and savings. DaSF recognised that investment in this area will enable savings to be delivered but that such savings will materialise from Service areas that benefit from the digital change activity (i.e. demand reduction should enable cost reduction and / or productivity gain in the Customer environment, Business Support and Operational service areas). The target for savings therefore is within these core base budgets, therefore these investments should be business case backed and considered as 'invest to save' opportunities.

The six key areas for ICT investment including those linked to invest to save opportunities have been identified as:

- **Digital & Technology Foundations** – the main focus of this area is to further implement the technology necessary to safely and securely exit the Council's on-premise data centre and move legacy Council systems into the MsAzure cloud environment. This will include further development of the Council's client estate and network, so data connections no longer traverse the datacentre.
- **Line of Business Systems** – the line of business systems investment is necessary for the upgrade and re-platforming of key business systems, moving to cloud provision where appropriate. An allowance is also provisioned to implement Application Platform Management, rationalisation of functionality and decommissioning.
- **Business Support, HR/OD foundations** – the implementation of Workforce management automation, implementation of an Electronic Data Records Management Solution (EDRMS) and improvements to employee self-service within Council's payroll system (iTrent).

- **Workforce Collaboration and Productivity** – enabling staff to work from anywhere and access their stored documentation through SharePoint, migrating the on-premise shared files from the datacentre into SharePoint Online. Implementing more of the collaborative tools included within MsOffice365 to increase productivity of the workforce.
- **Customer Experience** – utilisation of the Customer Digital Platform to create end to end digital services, redesigning services which can be accessed through a new website and utilising customer insights.
- **Business Insight Performance, Strategy & Policy Foundations** – Leveraging existing investments to deploy a data analytics platform. This platform builds upon the above themes and principles to create the conditions where Oldham Council can understand the borough better and use this insight to improve services, through the deployment of a Business Intelligence (BI) accelerator for the customer, finance and social care business units.

In order to finance the investment in the areas highlighted above, provision is included within the People and Place – Information Technology service budget which has funding available of £5.590m in 2022/23.

d) Social Care

This resource will provide additional support for disabled adaptations, transformational schemes to further health and social care integration, and wider social care initiatives. The Adult Social Care Reform White Paper published in December 2021 includes references to additional capital funding; details of which are set out in the section below entitled “Other Programmes and Schemes”.

e) Environmental Services

To support the purchase of environmental machinery, provision is included within the People and Place – Environment service budget. New funds for investment of £0.100m are available in 2022/23, from a total of £0.500m.

2 Creating a Better Place

The Creating a Better Place programme sets out a vision for the borough, which is focused on building more homes for the borough’s residents, creating new jobs through town centre regeneration and ensuring Oldham is a great place to visit with lots of family friendly and accessible places to go. The strategy aims to support the Borough’s recovery from the COVID-19 pandemic and deliver these ambitions in ways that contribute to a reduction in carbon emissions in support of the Council’s Green New Deal strategy.

Creating a Better Place also encompasses the Housing Strategy and Medium Term Property Strategy. Efficient utilisation and rationalisation of the Council’s corporate estate (land and property) is crucial to the delivery of £8.2m of approved revenue budget savings between 2021/22 and 2025/26. The Creating a Better Place programme incorporates £256.738m of schemes including £19.374m within the programme up to 31 March 2022. A further £237.364m of schemes are included over the period 2022/23 to 2026/27.

The ambition set out within the Creating a Better Place programme will be supported with significant grant funding identified in the Levelling Up the UK White Paper in the

form of £24.400m from the Towns Fund (£24.200m over this Capital Strategy period) and £10.750m from the Future High Streets Fund (£9.957m over this Capital Strategy period). The Council will seek to secure further funding to support decarbonisation and the Green New Deal strategy from funds such as the Public Sector Decarbonisation Scheme as well as the £2.6bn UK Shared Prosperity Fund. There may be further grant funding opportunities arising from the recently published Levelling Up the UK White Paper.

Key programme areas and schemes included within the Creating a Better Place programme are set out below.

a) School Investment

The Creating a Better Place programme encompasses schemes financed through Education Basic Need grant. It includes a range of new build and school expansion schemes to ensure there are sufficient school places for the borough's children. Schemes include the provision of a new secondary school at Saddleworth, the expansion of North Chadderton school and the provision of a nursery extension at Fir Bank primary school. The borough will also benefit from a new Cranmer Education Trust school located at Bloom Street in the centre of Oldham.

There continues to be pressure on primary and secondary places within areas of Oldham, with little capacity at several schools as the school population continues to increase. School capacity and improving the standard of the facilities within schools remains a priority and the Council will consider additional investment in its own right or to complement any Government resources that may become available.

The Council is aware that the Government could in the future introduce a range of grant funding opportunities for schools. There may also be opportunities to utilise funding from the Department of Education (DfE) for new schools with an academy partner. Schemes of this nature require the Council to release land for the school to be built upon. In such instances the Council will dispose of land without recompense, via a land swap or other such appropriate land transaction. The Council may also deem it appropriate to allocate its own resources to support schemes as it sees fit.

Provision for new investment as well as on-going commitments is included within the Children's Services – Schools (General, Primary, Secondary, Special and New Build) service budget.

b) Housing

The aim of the Housing Strategy is to provide a diverse housing offer that is attractive and meets the needs of different sections of the population at different points in their lives and focusses on the dynamics between people, homes and the wider economy. A key strand of this approach remains the provision of a Flexible Housing Fund (FHF). This is a fund to support external partners and the Council to self-develop housing in less viable areas. It will ensure developments are brought forward and support the delivery of the required number of new homes within the borough. Investment in building new homes is a priority at key town centre sites and sites around the borough.

As well as a number of schemes supported with Housing Revenue Account (HRA) resources (see below), the programme anticipates establishing an appropriate delivery mechanism for delivering a pipeline of residential schemes including sites at Derker and Southlink. These schemes are currently in their development stage.

c) Housing Initiatives (Funded by Housing Revenue Account resources)

There are several major approved housing capital projects that the Council wishes to implement over the medium to long term to support the delivery of the overall Housing Strategy. Approved capital projects that will specifically rely on use of HRA balances include:

- Ambitious town centre residential proposals to develop up to 2,000 new homes in the town centre over the next 5 – 10 years.
- Developing temporary accommodation to meet homelessness demands - There has been a significant increase in the number of homeless households who need help and support. To address this, a range of sustainable options are being considered including the purchasing of a building which could accommodate 18 self-contained flats, and a long-term lease on a building which could accommodate 25 units of mixed accommodation (self-contained and shared). Pursuing these types of long-term arrangements would not only address a definite need but also support the revenue budget by reducing the high levels of reactive costs such as bed & breakfast accommodation charges.
- Developing the Purchase and Repair and Lease and Repair pilot schemes in the private rented sector - The Council has launched a pilot empty homes intervention project to work with owners of empty homes to bring their properties back into use through one of the two options available from the Council. A combination of HRA funding and Homes England Grant funding has enabled the development of Purchase & Repair and Lease & Repair options; designed to financially support landlords in bringing their properties back into use. It is envisaged that this scheme will be widened post the pilot phase. This accommodation will be used to prevent homelessness by offering suitable, long term accommodation for those in need. This accommodation will also assist with the 'move-on' options from those households in temporary accommodation by providing a suitable, longer term, settled abode.
- Direct delivery of new homes – Through the Creating a Better Place programme and the Flexible Housing Fund the Council is able to bring new homes online which will be added to the Council's HRA stock. The development at Primrose Bank has produced 19 units for social rent that came online in January 2021. Some HRA infill sites are also being used to deliver specialist housing provision with a view to bringing on 40+ new units of specialised housing for social rent.

d) Town Centre and Borough-Wide Regeneration

The Council has plans for considerable investment in schemes which will support economic regeneration across the borough as well as in the town centre. These schemes are aligned with wider objectives to rationalise the Council's corporate estate and asset management commitments as well as deliver against its Green New Deal Strategy to achieve carbon neutrality for Council Buildings and Street Lighting (by 2025) and for the borough (by 2030).

Details of key regeneration schemes are set out below.

Spindles and Town Square Shopping Centres

The Council acquired the shopping centres in October 2020 as a critical strand of wider plans for the redevelopment of the town centre. The centre's acquisition and redevelopment will facilitate the release other town centre sites for repurposing including the provision of housing and additional green space. These proposals will

also help reduce corporate landlord costs and backlog maintenance liabilities which will contribute to the delivery of an already approved £8.2m of revenue budget savings between 2021/22 and 2025/26.

Plans for the redevelopment of the centre include the relocation of Tommyfield Market and the provision of flexible office accommodation which will enable the Council to eventually vacate its existing Civic Centre site. The current retail offer will remain a key element of the centre albeit with better overall use of the space available. Redevelopment of the centre is partially financed from over £12m of Towns Fund grant out of an allocation totalling £24.400m

Wider Town Centre Redevelopment

The Council is currently examining options for progressing the redevelopment of sites which will become vacant as a result of the Spindles and Town Square Shopping Centre scheme. These and other town centre sites including the former Magistrates Court and the former Leisure Centre sites will also form part of these proposals.

Future High Streets Fund (FHSF) Schemes

Grant of £10.750m from the FHSF is supporting the delivery of three regeneration schemes. Firstly, the Egyptian Room in the Old Town Hall Complex is being converted to a food hall which will see a coffee shop, pizzeria and a bar centred around a communal dining area. The fund will also support the acquisition and redevelopment of a historic building in the town centre as well as the Accessible Oldham project which will deliver public realm and connectivity improvements in and around the town centre.

Making Space for Live Performance

Funding of £6.133m of Towns Fund Grant will help provide a new flexible performance space in the town centre for use by local arts and culture providers including Oldham Coliseum. This will be based within a redeveloped Old Post Office and former Quaker Meeting House at 84 Union Street.

Northern Roots

This scheme is part of a long term vision to create the UK's largest urban farm and eco-park on 160 acres of land at Snipe Clough in the east of the borough. The scheme incorporates a wide range of initiatives including growing hubs, recreation areas and educational facilities. The scheme will also contribute to social prescribing and boost tourism. Towns Fund Grant of £6.133m will support the cost of enabling works and access routes as well as the construction of key infrastructure including a visitor centre, education centre, market garden and mountain biking hub.

Royton Town Centre Development

In line with the Co-operative Council ethos, a capital priority is investment in neighbourhoods, in particular the creation of hubs around neighbourhood town halls. The allocation within the Capital Strategy for the Royton Town Centre development is £2.475m in 2022/23.

Other Regeneration Schemes

Other schemes which are progressing through to the construction phase include the provision of a new depot at Alexandra Park and the refurbishment of the Old Library building on Union Street. The Council is also developing housing and employment sites at Broadway Green, Hollinwood and Salmon Fields. All these sites are expected to advance further within the next five years. The Council will take advantage of suitable development opportunities throughout Oldham in order to advance its regeneration objectives.

e) Asset Management

Medium Term Property Strategy (MTPS)

The MTPS review is a key element of Creating a Better Place encompassing exciting plans for property led change.

The MTPS and its implementation is key to the Council achieving both cost savings and a more efficient use of the corporate estate, contributing to the delivery of an already approved £8.2m of annual revenue budget savings and a reduced requirement for backlog maintenance as well as informing the development of an asset disposals programme to reduce Council holdings of surplus assets and generate additional capital receipts.

Given the impact of the COVID-19 pandemic on current and future demand for property, the MTPS is currently under review. The MTPS is also at the centre of numerous inter-dependencies which will also shape future requirements including:

- The revised Creating a Better Place programme (see above);
- Housing delivery targets set out in the Council's Housing Strategy;
- The One Public Estate programme which seeks to deliver ambitious property-focused programmes in collaboration with central government and other public sector partners;
- Place-Based Working centred around providing services from five districts / hubs within the borough.

The MTPS seeks to take a holistic review of land and property assets whether Council owned or within the ownership of One Public Estate partners to ensure the Council:

- delivers against ambitions for energy efficiency;
- delivers against ambitions for public buildings to be carbon neutral by 2025;
- ensures scrutiny of its own accommodation to ensure value for money and best utilisation for staff and services; and
- has regard to the views of Ward Members / Portfolio holders.

The COVID-19 pandemic has undoubtedly had a major adverse impact on the economy, and this has inevitably disrupted the Council's asset disposal programme. Alongside the MTPS, the Council is currently reviewing its disposal programme to focus on 'fast tracking' a smaller number of assets for sale focusing on those with high management intensity and longer term liabilities/risks.

Surplus Sites

The Council has an extended portfolio of surplus sites scheduled for disposal, for which up front capital funding may be required for enabling and other works to ensure that the land is suitable for redevelopment. The Medium Term Property Strategy and Creating a Better Place programme encompass the disposal of surplus sites to create capital receipts and create a revenue saving. The Capital Strategy 2022/23 to 2026/27 includes an allocation within the People and Place – Other Regeneration Priorities service budget to support this enabling work. It must be noted that the Capital Programme's financing is reliant on the income generated from these disposals in the form of capital receipts.

Working with NHS Partners

The Council is a key member of and a driving force in the activities of the Oldham Strategic Estates Group (SEG). The Department of Health initially required all Clinical Commissioning Groups (CCG) to establish a SEG within their locality, and whilst the group initially had a 'Health' focus, this has been broadened to encompass a 'One Oldham Estate' approach. This is closely aligned to the Government's One Public Estate (OPE) principles which in essence seek to maximise the efficient use of the public sector estate through co-location and joint service delivery, releasing surplus land and property to support regeneration, residential development and inward investment. The Oldham SEG has a 'strategic' rather than 'operational' focus and has developed an SEG Implementation Plan (SEP), identifying development of integrated public sector hubs and mapping existing estate and utilisation as key priorities.

f) Green Initiatives and Decarbonisation

In March 2020 the Council adopted the Oldham Green New Deal Strategy, which set carbon neutrality targets for Council Buildings and Street Lighting (by 2025) and for the borough (by 2030). The approach set out by the strategy envisages a mix of Council, private sector and national / third sector grant funding to finance the achievement of these targets, with a focus on stimulating economic activity in the key low carbon and environmental sector to create jobs and training opportunities for Oldham residents and businesses.

Achieving these targets will necessitate the alignment of the Council's Capital Programme with the decarbonisation agenda. This will mean addressing new building projects and routine maintenance through the lens of whole-life business cases taking into account the future costs and carbon implications of energy use. Policy and regulatory changes at national level will change the cost balance between mains gas and electricity, making the former more expensive in relative terms, to reflect the higher carbon content of gas as a fuel. This means that a switch to electrical heating should become business as usual for Council-owned buildings. Funds already allocated for maintenance operations should be used in this way, to be augmented by further Council funds or external grants for energy efficiency improvements and electrical heating where the business case exists, as set out in the 2025 target hierarchy of actions in the Oldham Green New Deal Strategy.

The social value of Council capital projects will be captured for Oldham's Green Technology and Services Sector via a Social Value Portal which contains a range of Themes, Outcomes and Measures (TOMs) supporting the creation of local jobs and training opportunities as well as Green New Deal outcomes such as carbon emissions reduction and improvement of greenspace in the borough.

The Government's financial support for the decarbonisation agenda continues, with another £1.3bn allocated to the Public Sector Decarbonisation Scheme (PSDS3). The Council has applied for £2.45m from PSDS3 to support the decarbonisation of heat provision for the Oldham Spindles project, in partnership with Rochdale Council via a GMCA consortium. Additionally the Council has applied for circa £0.150m in revenue funding from the Department for Business, Economy and Industrial Strategy (BEIS) Heat Network Development Unit to develop the next phase of feasibility work for the proposed town centre minewater district heat network. The new BEIS Green Heat Network Fund will provide capital funding for any future heat network which either the Council or a private developer will be able to access. The cost of the proposed heat network has been estimated at £20m. No specific provision has been included within the capital programme to fund the cost of the proposed heat network as it is envisaged financing will either be sourced from Central Government or the private sector.

3 Highways and Transport

The Council secures capital funding for investment in maintaining and improving the local transport network from several different sources, including Central Government, which allocates funding largely through the statutory Local Transport Plan (LTP) - the Greater Manchester Transport Strategy 2040 - and its supporting 5-year Delivery Plan. Most of this funding is brought into the Transport Capital Programme and comprises a mix of grants and borrowing.

Updated GM2040 Transport Strategy documents were approved by GMCA in January 2021 including: a refreshed version of the long-term, statutory local transport plan (LTP) - the Greater Manchester Transport Strategy 2040; a final version of Our Five-Year Transport Delivery Plan (2021-2026) based on committed resources and intended to be updated annually; and ten new Local Implementation Plans (one for each Greater Manchester Council), providing more detail on the how the GM2040 Transport Strategy will be delivered locally.

Oldham Council has adopted the principle that all un-ringfenced capital grants secured through the GM Local Transport Plan will be passported for investment in the transport network. In previous years, Oldham has prepared a Transport Capital Programme to cover a three-year timeframe for the resources allocated through the Local Transport Plan (LTP). However, Government has changed the funding arrangements for Mayoral Combined Authorities from 2022/23 and has introduced a single City Region Sustainable Transport Settlement (CRSTS) covering the 5-year period 2022/23 to 2026/27. CRSTS includes new funding for transport as well as existing funding streams that have been consolidated into the 5-year settlement, such as the Highway Maintenance Block which previously formed the basis of Oldham's Transport Capital Programme, and the Integrated Transport Block.

Government has recently announced that Greater Manchester is to receive £1.09 billion of funding from the City Region Sustainable Transport Fund for the five-year period 2022/23 to 2026/27. Greater Manchester's bid for this funding included several transport projects put forward by Oldham Council, as well as Transport for Greater Manchester (TfGM) led schemes and Greater Manchester wide programmes which could result in further investment in the borough. The projects that will be delivered with through CRSTS and any Oldham Highway Maintenance Block and Integrated Transport Block allocations will be confirmed over the coming months.

Key elements of Oldham's current Transport Capital Programme include:

- A £6m investment of Devolved Growth Deal funding for the Growth Deal 3 Accessible Oldham Town Centre scheme, which is forecast to be completed in 2022/23 with spending of £4.032m in year;
- A GM Mayor's Cycling and Walking Challenge Fund grant of £11.8m for Tranche 6 Bee Network schemes £10.125m forecast to be spent in 2022/23;
- A £4.714m DfT Highway Maintenance Challenge Fund grant for Waterloo Street and Wellington Street bridges on Oldham Way with a forecast spend of £3.100m in 2022/23 and £0.601m in 2023/24.
- A Future High Street Fund grant of £1.482m for further elements of the Accessible Oldham Town Centre programme;
- An Environment Agency (EA) Flood Management Programme (Grant in Aid and Local Levy Fund) award for delivery of a scheme at Golburn Clough, with an approximate scheme value of £0.550m, of which £0.057m is a local Oldham Council contribution.

Securing additional grant funding for investment in transport infrastructure is an Oldham Council priority and an ongoing activity. The Council is currently awaiting the outcome of a decision on a bid for a £1.8m Department for Transport Active Travel Fund Tranche 3 grant.

There is also the potential to secure additional funding for Oldham through TfGM led programmes including:

- The GM Mayor's Cycling and Walking Challenge Fund for Bee Network Crossings and Active Neighbourhoods;
- The bus pinchpoint programme;
- The Quality Bus Transit Corridor demonstration project on the A671/A627 Rochdale-Oldham-Ashton corridor.

Transport for Greater Manchester is working in partnership with the ten GM Local Authorities to ensure that the city-region is in a position to maximise its share of any transport funding that becomes available. As part of this process, Oldham Council will continue to make the case for transport investment in Oldham, which could require the Council to provide local funding contributions.

Provision for transport capital spending is included within the People and Place – Transport service budget (£20.545m in 2022/23).

4 Other Programmes and Schemes

a) Social Care

The Council has extensive responsibilities to deliver an adequate standard of social care and works closely with National Health Service partners. The Council will address identified needs or opportunities to facilitate enhanced service provision and support income generation in respect of community health and adult social care. The current budget within the strategy is £1.900m and is available for such investment.

This resource will provide additional support for disabled adaptations, transformational schemes to further health and social care integration, and wider social care initiatives.

Better Care Fund (Disabled Facilities Grants)

The demand for major property adaptations to premises continues to rise, particularly because of the increase in numbers of elderly clients and also of very disabled children where medical advances have seen improvements in life expectancy. There are also increased requests for adaptations to FCHO properties.

For 2021/22, the final Better Care Fund (BCF) capital allocation in the form of Disabled Facilities Grant (DFG) was £2.091m. The grant was un-ringfenced but, given the Council's obligation to undertake adaptations, the strategy of the Council is to passport the full grant allocation for the intended purpose; to support housing adaptations (it is important to note that grant is included within the Pooled Fund in place between the Council and Oldham CCG). Where 2021/22 resources have not been utilised, they will be carried forward into 2022/23 (estimated at £1.004m). At present, there is no notification of funding allocations for 2022/23. As a result, an estimated of £1.343m has been included in the 2022/23 Capital Programme, bringing total resources for 2022/23 to £2.347m with further funding over the period to 2025/26.

In the recently published Adult Social Care Reform White Papers, the Government has promised to facilitate a new practical support service to make minor repairs and changes in peoples' homes to help people remain independent and safe in their home. This will be accompanied by an increase in the upper limit of the Disabled Facilities Grant clients can access for home adaptations. Any funding received will be allocated using the same principles as were applied in 2021/22. Total provision of £2.437m is included within the Community Health and Adult Social Care - Disabled Facilities Grant service budget for 2022/23.

Adult Social Care Reform White Paper (Published December 2021)

The White Paper sets out a vision for future social care provision. As well as reforms to the way in which care is paid for, the Government wants to ensure people:

- have choice, control, and support to live independent lives.
- can access outstanding quality and tailored care and support.
- find adult social care fair and accessible.

The White Paper promises to make additional funding available although it is not yet fully clear how this funding will be accessed/distributed. A proportion of this funding is likely to be for capital purposes. Announced within the White Paper is:

- At least £300m to integrate housing into local health and care strategies.
- At least £150m of additional funding to drive greater adoption of technology and achieve widespread digitisation.
- At least £500m so the social care workforce has the right training and qualifications.
- Up to £25m to support unpaid carers.
- £30m to help local areas innovate around the support and care they provide in new and different ways.
- More than £70m to increase the support offer across adult social care to improve the delivery of care and support services.

When the capital grant notifications are made available, these will be incorporated into the Capital Programme.

b) Fleet Replacement Programme

An additional £2.000m has been included in the programme to support the Council's vehicle fleet replacement programme. Whilst the service already makes provision for vehicle replacement, it is anticipated that costs are likely to escalate in the medium term as the Council seeks to upgrade its fleet to cleaner, safer vehicles which are electrically powered where possible. This is in line with the city-region's Clean Air Plan and will support the Green New Deal Strategy to achieve carbon neutrality for the borough by 2030.

c) Local Improvement Fund

An additional £0.500m has been included in the programme to allow for a one-year extension to the Local Improvement Fund (LIF). The LIF was originally established in 2019 to encourage the active participation of residents and local organisations in improving the quality of life in the local area. The fund can be used to improve community buildings, equipment and other facilities and encourages residents to prioritise the schemes that matter to them.

d) GM Investment Fund Loans

In line with the approved scheme initiated and underwritten by the Greater Manchester Combined Authority (GMCA), the Council may manage loans to qualifying businesses to support the growth ambitions as set out in the GM strategy.

No specific provision has been allowed but will be managed from within available resources as schemes are identified.

e) Greater Manchester Devolution and Related Initiatives

Development under the devolution agenda is an evolving programme of activity at the wider GM level. Working in partnership with the GMCA and other Local Authorities, the Council will seek to support new initiatives related to transport, housing and economic regeneration.

No specific provision has been allowed for such investment but will be managed from within available resources as schemes are identified.

f) Opportunities for the development of new schemes arising from the Levelling Up the UK White Paper

On the 2 February 2022 the Government released the White Paper 'Levelling Up the UK'. This included a wide range of initiatives and funding streams and confirmed the £4.8bn of Levelling Up Funds (of which £1.7bn has already been allocated) and £2.6bn UK Shared Prosperity Funding. The Council will ensure as more information becomes available, the opportunities provided by these funding streams will be maximised to the benefit of Oldham. Bids will be submitted and resources deployed to support the key objectives of the Council's capital strategy.

g) Matched Funding for Grant Bids

The Council is mindful that the Government or the GMCA may introduce a range of grant funding opportunities for which bids must be submitted at short notice, some of which may have a matched funding requirement. The Council's strategy will be to respond as it considers appropriate to bidding arrangements, ensuring that bids are

submitted which align with its objectives and that matched funding requirements are considered on a scheme by scheme basis with resource requirements prioritised accordingly.

h) Funding for Emerging Priorities

The Capital Programme includes an unallocated resource that can be deployed to support existing priority schemes or new initiatives, including those highlighted above for which no specific allocation exists, for example Greater Manchester Devolution and Related Initiatives and Matched Funding for Grant Bids.

This is considered a prudent approach to allow flexibility, revision and reassessment of understanding priorities. Provision of £2.520m is available in 2022/23 with a further £4.771m available over the rest of the Capital Programme period. In addition, the Capital Strategy also includes an additional unallocated resource to mitigate against the risk of scheme cost increases resulting from the legacy of the pandemic. The construction industry has been impacted by supply chain issues and material shortages which is causing inflationary pressures and extensions of delivery timescales. Corporate provision has been made within the strategy to help the Council manage the impact of these pressures so it can continue to deliver planned schemes.

B) Schemes to be delivered over a further 10 years (2027/28 to 2036/37)

The Council is implementing the Creating a Better Place programme which encompasses ambitious town centre and borough-wide regeneration plans, the MTPS and Housing Strategy. The Council has reviewed and developed these new strategies for meeting the investment need in the much longer term where there is considerable uncertainty and complexity. It has given consideration to:

- economic, social and technological factors that drive regeneration and redevelopment initiatives.
- long term planning issues to deliver new development e.g. the Council's ambition to deliver new homes.
- the HRA business plan which seeks to identify over a long term time horizon the likely financial and housing need provision for the HRA.
- the joint strategic needs assessment for Adult Social Care.
- pupil planning data for future provision of school places.
- asset management planning for long-term property need and investment.

The Council therefore has a longer-term vision for capital spending outside the initial five year timeframe.

There is a clear link between long term planning for capital and for treasury management purposes. The Council's current debt portfolio contains loans that mature over the period up to 2079/80. The debt repayment profile will be managed alongside the longer-term expectations for capital expenditure and funding forecasting.

It is challenging to make accurate long-term forecasts. Those forecasts that are made can only be classed as best estimates and will be subject to amendment over time. However, long-term forecasting is valuable in informing strategic plans taking account of the sustainability and affordability of existing and planned investment, which will need to be repaid over future years. It is important that the funding arrangements and financial implications of major capital projects and investments that have been included within the updated strategies mentioned earlier, are understood and planned well in advance.

Most schemes included within the longer-term programme are developments of projects already included within the initial 0 to 5-year timeline. However, each scheme will move through different phases with different objectives and expected outcomes. The schemes below have an implementation period of between 6 to 15 years covering the period 2026/27 to 2035/36 and reflect the next stage of the Creating a Better Place programme.

a) Town Centre

The extent of capital funding required by the Council is currently uncertain and will need to be kept under review. As the programme of work evolves, this may require complementary investment for additional strategic acquisitions, car parking, public realm works or other regeneration developments.

b) Borough-Wide Regeneration

The Council is currently investing in borough-wide regeneration initiatives through housing and employment sites at Broadway Green and Hollinwood. Through the development partnerships and the Creating a Better Place programme, further investment is required by the Council for larger regeneration at these sites.

c) Partnership and Joint Working

The Council will aim to pursue joint partnership working with other public bodies, not for profit organisations and the private sector where it is advantageous to do so and to keep under review existing relationships.

d) Northern Roots

As outlined earlier in the report, this scheme is part of a long term vision to create the UK's largest urban farm and eco-park on 160 acres of land at Snipe Clough in the east of the borough. It will be delivered in phases over an expected 10 year programme.

e) Housing

The Housing Strategy was approved at the Council meeting of 10 July 2019. The Strategy's key objective has been to reset the housing delivery governance framework that can then begin to start to tackle the challenges identified in the evidence based Local Housing Needs Assessment. Clearly, addressing the housing requirements in the borough is a long term initiative. However, business cases will be developed during the current Capital Programme timeframe, to take forward specific initiatives that will then be delivered over an expected 5 year plus horizon.

Capital Investment Programme Board

1 Terms of Reference

1.1 The Capital Investment Programme Board (CIPB)'s terms of reference are:

- a) To develop the overall Capital Strategy and annual programme in accordance with the priorities set out in the Council's corporate plan.
- b) The recommendation of the overall Capital Strategy and programme to Cabinet and Council.
- c) Once the overall Strategy and annual programme of expenditure have been approved at Council:
 - i) The consideration and recommendation of approval of the detail of the thematic programmes (e.g. Transport Capital Programme).
 - ii) The consideration and recommendation of approval of any amendments to the annual programme.
 - iii) The recommendation of approval of any new capital projects.
 - iv) The detailed appraisal of projects, taking into consideration the Council's Capital Strategy, priorities and annual aims and objectives.
 - v) The review of potential commercial risk and Value for Money issues on any proposal for the use of capital funding/expenditure.
 - vi) To provide a forum for establishing and providing robust challenge and debate around the Capital Programme.
 - vii) To undertake a detailed annual review of the Capital Programme.
 - viii) The review of the Council's Capital Programme on an on-going basis and to ensure it is achieving the agreed outcomes and consideration of the financial monitoring report.
 - ix) The monitoring of the performance of projects and programmes within the Council's Capital Programme.

1.2 The Board oversees capital projects from inception to completion to ensure they are delivered efficiently and effectively and in line with the Council's corporate objectives.

1.3 The Board assesses all submissions for capital expenditure prior to them entering into the normal reporting process for approval. The Board therefore makes recommendations to the appropriate decision maker/forum, whether this is a Member under delegated responsibility, Cabinet or Council.

2 Membership

- 2.1 The Chair of the CIPB is the Deputy Leader and Cabinet Member for Finance and Low Carbon. The Leader of the Council and the Deputy Leader and Cabinet Member for Neighbourhoods have a standing open invitation, other Cabinet Members may be invited to attend CIPB at the discretion of the Chair.

The lead Chief Officer for CIPB is the Executive Director – Place and Economic Growth.

Officers in attendance at CIPB are:

- a) Executive Director – Place and Economic Growth
 - b) The Director of Finance
 - c) Senior Members of the Finance Service
 - d) Director of Education, Skills and Early Years
 - e) External Funding Manager
 - f) Representatives from Legal Services, Human Resources, Procurement and Information Technology as required
- 2.2 All Directorates will be represented at Director level by invitation to attend CIPB as and when projects for which they are responsible are being considered. The Chair may also invite the relevant Cabinet Member to attend when a project within their portfolio is being discussed.
- 2.3 The CIPB is supported in its work by the Strategic Regeneration Project Management Office which oversees the management and governance of strategic regeneration projects.

3 Reporting and Performance Process

- 3.1 CIPB will report to Cabinet, Council and the Policy Overview and Scrutiny Committee as appropriate.
- 3.2 CIPB has a remit to review the financial performance of the Capital Programme and it will receive a monthly monitoring (highlight) report from month 3 onwards.
- 3.3 The Board meets on a monthly basis to ensure there is a managed approach to:
- a) Discussing and recommending actions in relation to capital issues
 - b) Developing the Capital Strategy
 - c) Developing the Capital Programme for the year ahead
 - d) Considering and approving business cases
 - e) Monitoring performance of individual capital projects and the whole Capital Programme
 - f) Reviewing the availability of capital resources and reprioritisation of resources as required
- 3.4 The CIPB also undertakes an annual review of the Capital Programme which will examine all schemes in the programme to:
- a) Ensure that schemes still meet corporate priorities
 - b) Review their continued relevance in the context of a dynamic and constantly developing organisation
 - c) Consider the progress of schemes including any reasons for delayed starts or variations to approved budgetary allocations and rephasing of planned expenditure
 - d) Identify any unutilised or underutilised resources

e) Consider any reallocation of resources

- 3.5 It will also initiate periodic reviews of the whole or part of the programme as required in response to specific issues or concerns.
- 3.6 Issues that have been considered and agreed at the CIPB can be reported to Cabinet as necessary via the regular financial monitoring reports, presented at months 3, 6, 8 and 9 (at least).
- 3.7 Pooled and locally ring-fenced corporate capital resources will be managed by the CIPB; it will review all bids for resources, evaluate them and then agree on the prioritisation of resources accordingly. A proposal will be prioritised in accordance with criteria set out in Section 12 of the Strategy.
- 3.8 The CIPB will also review any bids for and use of any ringfenced capital resources to ensure alignment with other spending plans and the maximisation of benefits to the Council and achievement of Council objectives.
- 3.9 The CIPB will recommend the use of both un-ringfenced and ringfenced capital resources and also the general prioritisation of resources so that Council, Cabinet and Cabinet Members exercising delegated authority can make a final well-informed decision on the utilisation of resources, as appropriate.

4 Decision Making

- 4.1 In relation to the approved Capital Programme, CIPB will make recommendations regarding the approval of business cases and virements both within and between approved programme areas. In all such cases, the decision maker is the Deputy Leader and Cabinet Member for Finance and Low Carbon, in consultation with Executive Director – Place and Economic Growth and the Director of Finance.

5 Decision Recording

- 5.1 CIPB will make recommendations on receipt of a formal delegated decision report which will be presented to the appropriate Members/Officers for approval. Key decisions must be included in the published key decision document and all decisions taken (see above) will be recorded on Modern.gov.

6 Governance

- 6.1 CIPB is the only body within the Council (below Council level) that can recommend new investment in projects within the approved Capital Programme. Therefore, the key role of CIPB is to consider the following milestones which define key stage boundaries that require investment decisions. A project can only progress to the next stage on the recommendation of CIPB.
- a) Strategic business case – initial concept/scope of a project.
 - b) Outline business case - delivery strategy to design and procurement stage.
 - c) Full business case - design and procurement stage to delivery and handover stage.

7 CIPB Sub-groups

- 7.1 CIPB may at its discretion convene a sub-group for a specific purpose or purposes. Updates from these meetings are reported to CIPB.

Current sub-groups are:

- a) Corporate Property Board
- b) Schools Capital Programme Board
- c) IT Strategic Investment Board
- d) Transport Programme Board

The core officer membership for each sub-group comprises:

- a) The relevant Service Director for specific Boards as Chair; e.g. the Director of Education, Skills and Early Years chairs the Schools Capital Programme Board
- b) The Director of Legal Services
- c) The Director of Finance

- 7.2 In addition there is an External Funding Group, chaired by the Assistant Director of Finance. The terms of reference for this group include:

- a) Managing external funding at a strategic level.
- b) Identifying potential grants and additional sources of funding.
- c) Managing the process for applying the funding and approving bids for funding.
- d) Monitoring on-going compliance with grant terms and conditions and assessing any financial risk including grant claw back.
- e) Providing a Regeneration Plan/framework that can enable the Council to proactively react to funding opportunities as they arise whether locally or nationally.
- f) Ensuring there are sufficient personnel to enable the Council to proactively react to funding opportunities as they arise.

Capital Programme 2022/23 to 2026/27

Expenditure	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Corporate Services	4,000	69	138	138	10,120
Strategic Investments	1,500	69	138	138	0
Flexible Use of Capital Receipts	2,500	-	-	-	-
Provision for Inflationary Pressures	-	-	-	-	10,120
Children's Services	5,424	8,816	3,000	4,000	-
Schools - General	1,095	4,691	3,000	-	-
Schools - Primary	465	-	-	-	-
Schools - Secondary	3,860	4,125	-	-	-
Schools - New Build	4	-	-	4,000	-
Communities & Reform	908	250	-	-	-
District Investment Fund/Local Investment Fund	908	250	-	-	-
Community Health and Adult Social Care	2,547	2,543	2,543	1,900	400
Social Care	200	200	200	900	400
Disabled Facilities Grant	2,347	2,343	2,343	1,000	-
People and Place	81,465	65,038	49,722	39,800	36,400
Corporate Property	8,493	2,855	1,000	1,000	1,000
Environment	175	141	975	100	100
Information Technology	5,590	3,600	3,100	2,750	2,750
Neighbourhood Development Fund	41	158	-	-	-
Other Regeneration Priorities	12,477	9,533	20,050	21,575	23,050
Private Sector Housing	210	150	5,150	5,000	5,000
Royton Town Centre Development	2,475	-	-	-	-
Town Centre Regeneration	31,459	43,348	15,947	5,875	-
Transport including Fleet	20,545	5,253	3,500	3,500	4,500
Housing Revenue Account	3,383	8,227	8,014	1,250	-
Housing Revenue Account	3,383	8,227	8,014	1,250	-
Capital General	2,520	2,050	836	1,722	163
Funding for Emerging Priorities	2,520	2,050	836	1,722	163
Budget Expenditure Total	100,248	86,993	64,253	48,810	47,083

(subject to rounding – tolerance +/- £1k)

Resources Available	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Ringfenced Grants	(33,787)	(15,999)	(2,100)	(533)	-
Challenge Funding	(3,100)	(601)			
Devolved Formula Capital (DFC)	(410)				
DfT Active Travel Fund	TBC				
Future High Street Fund	(1,792)	(7,165)			
Grant in Aid	(362)				
Growth Deal 3	(4,032)				
Homes England (formerly Homes and Communities Agency (HCA))	(100)	(100)	(100)	(100)	
Local Growth and Reform 2 Grant	(100)				
Local Levy Fund	(131)				
Mayor's Cycling and Walking Challenge Fund	(10,125)				
Towns Fund	(13,634)	(8,133)	(2,000)	(433)	
Un-ringfenced Grants	(11,714)	(9,839)	(8,280)	(4,054)	(2,500)
Basic Need Capital Grant	(4,781)	(2,886)	(2,437)	-	-
Better Care Fund (Disabled Facilities Grant) 2021/22	(1,004)	-	-	-	-
Better Care Fund (Disabled Facilities Grant) 2022/23	(1,343)	(2,343)	(2,343)	(1,000)	-
School Condition Allocation	(3,438)	-	-	-	-
Local Transport Programme - Highway Maintenance Grant	(1,148)	(4,610)	(3,500)	(3,054)	(2,500)
Other resources – Capital Receipts	(4,472)	(2,325)	(1,835)	(1,000)	(1,000)
Agreed Council Resources	(1,972)	(2,325)	(1,835)	(1,000)	(1,000)
Flexible Use of Capital Receipts	(2,500)	-	-	-	-
Other resources - Other	(2)	-	-	-	-
Contribution from 3rd Parties	(2)	-	-	-	-
Other resources - Prudential Borrowing	(46,990)	(50,703)	(44,123)	(42,073)	(43,583)
Prudential Borrowing	(46,990)	(50,703)	(44,123)	(42,073)	(43,583)
Revenue Contribution - Housing Revenue Account (HRA)	(3,283)	(8,127)	(7,914)	(1,150)	-
Revenue Contribution to Capital Outlay - HRA	(3,283)	(8,127)	(7,914)	(1,150)	-
Resources Total	(100,248)	(86,993)	(64,253)	(48,810)	(47,083)

(subject to rounding – tolerance +/- £1k)

Flexible Use of Capital Receipts Strategy

Introduction

In March 2016, the former Secretary of State for Housing, Communities and Local Government issued Statutory Guidance that permitted Local Authorities to use capital receipts to fund the revenue costs of transformation for the period 1 April 2016 to 31 March 2019. This flexibility was then extended to 31 March 2022 as part of the 2018/19 Local Government Finance Settlement (LGFS). Alongside the Provisional Local Government Finance Settlement for 2021/22, advice was provided that this flexibility would continue for 2022/23. Whilst detailed guidance has not yet been received, the provisional position for 2022/23 is that the guidance is unchanged.

Statutory Guidance

The Statutory Guidance and supporting ‘informal commentary’ published in March 2016 states that Qualifying Expenditure is “expenditure on any project that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces costs or demand for services in future years for any of the public sector delivery partners. Within this definition, it is for individual Local Authorities to decide whether or not a project qualifies for the flexibility”.

Examples of Qualifying Expenditure

The MHCLG (now DLUHC) has indicated types of qualifying expenditure:

- Sharing back office and administrative services with one or more other Council or public sector bodies.
- Investment in service reform feasibility work e.g., setting up pilot schemes.
- Collaboration between Local Authorities and Central Government departments to free up land for economic use.
- Funding the cost of service reconfiguration, restructuring or rationalisation (staff or non-staff), where this leads to ongoing efficiency savings or service transformation.
- Sharing Chief Executives, management teams or staffing structures.
- Driving a digital approach to the delivery of more efficient public services and how the public interacts with constituent authorities where possible.
- Aggregating procurement on common goods and services where possible, either as part of local arrangements or using Crown Commercial Services or regional procurement hubs or Professional Buying Organisations.
- Improving systems and processes to tackle fraud and corruption in line with the Local Government Fraud and Corruption Strategy – this could include an element of staff training.
- Setting up commercial or alternative delivery models to deliver services more efficiently and bring in revenue (e.g., through selling services to others).
- Integrating public facing services across two or more public sector bodies (for example Children’s Social Care, trading standards) to generate savings or to transform service delivery.

The Council has used these definitions to determine qualifying expenditure in the context of Oldham Council as highlighted in Table 1.

The Council's Strategy

The Council intends to make use of the flexibility in the use of capital receipts for the financial year 2022/23.

The Council can only use capital receipts to finance Qualifying Expenditure as defined in this strategy (see Table 1) from the disposal of property, plant and equipment assets received in the year in which this flexibility is offered. The Council will not utilise capital receipts generated on or before 31 March 2022 to finance Qualifying Expenditure.

The Government direction states that the Council cannot borrow to finance the revenue costs of service reform and the Council will comply with this requirement.

This Strategy outlines the projects which plan to make use of the capital receipt flexibility and provides details of the expected savings/service transformation on a scheme by scheme basis. The Strategy can be replaced at any point during the financial year with a revised Strategy outlining an up to date position.

Council approval for the use of this flexibility is required on at least an annual basis, with plans published on the Council's website and notification of planned use sent to the DLUHC.

Summary of planned receipts

The Council's Capital Strategy and Capital Programme 2022/23 to 2026/27 includes £2.500m in capital receipts specifically for this purpose. The first call on new capital receipts received in 2022/23 will fund qualifying revenue expenditure as detailed within the Flexible Use of Capital Receipts Strategy.

Summary of planned use and savings

It is intended that capital receipts of £2.500m will fund the following transformational projects/expenditure as set out in Table 1 (note there is an element of contingency to allow for variation).

Table 1 – Planned Qualifying Expenditure

Scheme Description	Qualifying Expenditure	£000 2022/23
Creating a Better Place - Asset Rationalisation	Expenditure in relation to developing and progressing the disposal strategy/asset rationalisation strategy to streamline the Council's (and partners' estates) in line with the principles of One Public Estate	750
Creating a Better Place - Major Projects/Regeneration	Expenditure in relation to developing major Town Centre Regeneration schemes proposals to Full Business Case level in relation to the Future High Street Fund, Towns Fund and Town Square/Spindles shopping centres projects. The Council has already received revenue funding of £0.070m from the Towns Fund and £0.125m for the Levelling Up fund for expenditure incurred to formalise the final business case. In addition to this funding, the Council will use its resources to enable the projects to be progressed to transform the Town Centre and facilitate the new Council office provision in the re-modelled shopping centre	750
Transformation Programme and Project resources to support the delivery of the transformation agenda	A specialist team to wholly support and facilitate the delivery of the Council's Transformational Programme to meet efficiencies and savings anticipated in the Medium-Term Financial Strategy (MTFS)	1,047
Total		2,547
Contingency for variation within schemes		(47)
Total Flexible Use of Capital Receipts Relied upon to support the revenue budget in 2022/23		2,500

The Council has set out a Medium-Term Financial Strategy (MTFS) with a five-year time horizon (2022/23 to 2026/27). This is aligned with the five-year timeframe for the Capital Strategy and Programme.

After having proposed the approach to balancing the budget for 2022/23, the MTFS has identified significant budget reduction requirements for 2023/24 to 2026/27.

As detailed within the MTFS, the transformation programme agreed as part of the previous strategy (2021/22 to 2023/24) has been developed further through the Delivering a Sustainable Future (DaSF) initiative. This initiative has led to the reshaping of the Council's transformation programme designed around programme workstreams together with cross cutting initiatives which will drive the delivery of budget reductions and support the achievement of the Council's Medium Term Financial Strategy. These workstreams are a development of the previous ones included within the previous MTFS.

The five programme workstreams are:

- Enablers for Transformation
- Place Based Integration / Communities
- Children's Transformation Programme
- Adult Social Care Transformation Programme including Health and Care integration
- Economy and Public Realm (including the Creating a Better Place programme)

Each is led a Sponsor and a Senior Responsible Officer with the Chief Executive taking overall responsibility for the initiative. The aims of the programme workstreams and an indication of the work to be undertaken is set out in following paragraphs.

A number of the proposed 2022/23 budget reductions have on-going financial implications for 2023/24 to 2026/27 and are expected to make a significant contribution towards the budget gap from 2023/24 onwards. These totals are set out in the table below, aligned to five themes where possible.

Table 2 – Indicative Current Transformation Programme Savings

Indicative Transformation Programme Savings 2023/24 to 2026/27	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Place Based Integration / Communities	0	0	0	0
Adult Social Care Transformation Programme/ including Health and Care Integration	(1,774)	0	0	0
Children's Transformation Programme	(753)	(147)	0	0
Economy and Public Realm (including Creating a Better Place)	(3,950)	(1,150)	(303)	0
Cross Cutting	(340)	(153)	0	0
Total	(6,817)	(1,450)	(303)	0

Forecast Service Transformation

Each of these programme workstreams has been assigned additional targets for further saving in 2023/24 to 2026/27. Work on these initiatives will be driven forward during 2022/23, with programme and project management support teams working with subject matter experts and liaising with Members, partners, and the public of Oldham in the delivery of current transformation initiatives.

Theme 1 – Enablers for Change

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

- Business Support - exploring alternative models for enhancing the present business support services to assist more efficient front line service delivery.

- Business Insight, Performance and Strategy - creating a fit for purpose data and analytical capability to underpin current and future decisions on service delivery. This delivers efficiencies in other parts of the Council.
- Customer Experience - providing improved experience and responsiveness for Oldham residents through better use of systems and processes including reducing demand.
- HR/ OD Workforce Foundations - development of the business model as a strategic and enabling HR/OD service with a range of underpinning improvements including developing efficiencies on the payroll system iTrent, Agency Supply Model, Organisational Design, and Terms and Conditions including reward and recognition packages for staff.
- Digital and Technology - improving and strengthening our digital foundations for residents as well as promoting greater efficiency in internal systems and processes. Efficiency improvements are expected to support Services achieve future savings. The digital infrastructure underpins a modern and forward looking Borough and reflects the expectations of residents and businesses to transact with public sector organisations using the latest technology, to increase choice and improve satisfaction while moving high volume transactions on to more cost-effective alternatives. This is one area which has significant corporate implications and is likely to impact on every service in some way and so it is critical to the Oldham ambition to deliver more efficient services. Investment funding for digital and technology initiatives is included in the Capital Programme.
- Commissioning - developing a new Integrated Commissioning model bring together contract management, procurement and quality assurance to provide an end-to-end commissioning cycle. This will support Services to deliver future transformation.

In further developing the detailed cases for change, it is not expected that the enablers for change will deliver specific saving from their own service, but they are expected to support the delivery of greater efficiencies in process. This theme will enable the bigger spending areas within the Council such as Children's Services and Adult Social Care to generate cashable transformation savings.

Theme 2 - Place Based Integration / Communities

The Place Based Integration programme has been underway for some time (albeit delayed by the pandemic). The aim of the programme has been to reconfigure and integrate services in each of the five districts of Oldham enhanced by investment from the 2022/23 budget. There are significant inter-dependencies with the other transformation programmes and services; specifically, with Adults and Children's services. During 2021/22 progress has been made including the creation of new decision making arrangements and enhanced levels of engagement with a wider range of stakeholders in order to ensure the model is co-designed. Progress includes the development of proposals for a trial in adult social care aimed at reducing waiting times for residents on multiple waiting lists in North and East districts. Understandably there remains a challenge and risk in all partners developing a defined, shared vision for how place-based working will be configured in order to secure future efficiencies and continuous improvements rather than devise a more expensive model.

The Programme will also include the emerging "Changing Futures" linked into national priorities. The Changing Futures programme is an initiative from DLUHC seeking to support adults who currently experience multiple disadvantages. This is likely to include a combination of homelessness, substance abuse, mental health issues, domestic abuse and contact with the criminal justice system. A bid to the DLUHC was submitted through Greater Manchester with Oldham one of four constituent Districts (Rochdale, Manchester and Wigan being the other Councils) receiving funding. Whilst this funding will be used directly to support adults in Oldham, there is an expectation for any emerging insight and impact including the potential for financial savings to be shared at a GM level in support of the wider regional reform agenda.

Overall funding of £0.772m has been awarded by DLUHC across 3 years. Whilst this is a time limited opportunity, the purpose of the programme is to identify learning across the system to share within the City Region and support the identification of future savings for Oldham by adopting innovative approaches.

Building upon the anticipated budget reductions included in the 2021/22 to 2023/24 MTFS of £0.300m for 2023/24, indicative savings of a further £0.300m (£0.100m in 2024/25, £0.100m in 2025/26 and £0.100m in 2026/27) are anticipated from Place Based Integration over the MTFS period. This is a total of £0.600m for this workstream.

Theme 3 - Children's Transformation Programme

The Children's Transformation Programme is focusing on the key areas where effective and efficient demand management results in both efficiencies and future savings. It is being overseen by the Children's Transformation and Sustainability Board which has a membership covering all areas of Council business as well as NHS representation. Work is underway to both review and better understand the drivers of demand and issues within children's social care and to build a picture of where further opportunities to improve current services exist. Work on understanding long term demand pathways is seen as critical but there are also opportunities to refresh the Council and key partners approach to commissioning, both to maximise the current system use of spend for the benefit of Oldham families and children and to progress the efficient integration of services for children in need.

The Children's Transformation Programme has five core programmes detailed below:

- Early Help; providing more support to vulnerable families through a range of preventative measures including more effective use of universal services, community advice and support, and increased provision of online advice and support. The additional funding announced in SR21 around Early Years such as funding to create family hubs is also an opportunity to enhance the programme.
- Inclusive Learning; improving the Education and Health Care Planning Process for Oldham's young people, reducing the waiting time for speech, language and communication needs from two years to twelve weeks and reducing the number of young people not in education, employment, or training.
- A Home for Every Child; providing a greater range of placements in Oldham for children while reducing the overall number of children entering the care system which provides the opportunity to reduce the costs of placements.
- Academic Success for All; focused on continued school improvement, education readiness for children and developing a skills and employment strategy. This project will also address the impact of COVID-19 (including the additional government support provided for this) around better supporting children to catch up on educational attainment.
- Joining up Health and Care; this project is focused on providing more accessible multi-agency early years support for families, achieving more responsive and efficient multi-agency services. This links into better commissioning of current services. The savings to be achieved are currently being identified.

Using this programme of activity and building upon the already agreed budget reduction target for 2023/24 of £2.925m, the indicative savings to be achieved from the Children's Transformation Programme are expected to be £2.000m in 2024/25, £2.000m in 2025/26 and £1.000m in 2026/27. A total for this programme of £7.925m.

Theme 4 – Adult Social Care Transformation / Health and Care Integration

This theme is split into two areas, one looking specifically at Adult Social Care transformation and the other element considers health and care integration.

Adult Social Care Transformation

The programme is currently under review in order that recent saving proposals are embedded in the programme. The new programme is intended to be structured around three areas of Community Business Services, Adult Social Care (ASC) Operations and Commissioning, each of which will be comprised of a series of projects. These programmes incorporate the findings from the DaSF which were considered appropriate to local circumstances. The programme will also include links into the Social Work Academy being jointly developed with Children's Services and Human Resource/ Organisational Development. This was one of the local workforce foundation projects emerging from the local requirements agreed with DaSF. Business cases for the new projects are being developed up to March 2022 with implementation beginning from April 2022 to deliver transformational savings from the financial year 2023/24.

This programme will also meet the emerging requirements of the Government White Paper "People at the Heart of Care" (issued in December 2021) and going forward incorporate any requirements from "Building Back Better". This will require some investment to achieve future efficiencies over the next three financial years.

The revised programme will deliver potential estimated savings of 10% in the first year once the scope is agreed. The detailed scoping of this work began in January 2022. However, including the anticipated budget reductions included in the 2021/22 to 2023/24 MTFS of £4.225m for 2023/24, indicative savings of a further £5.000m (£2.000m in 2024/25, £2.000m in 2025/26 and £1.000m in 2026/27) are anticipated from this workstream over the MTFS period bringing the total value to £9.225m.

Health and Care Programme

The Health and Care Programme was adapted in light of the government White Paper "Working Together to Improve Health and Social Care for All". This is currently also assessing the implications of the Building Back Better White Paper and People at the Heart of Social Care. This programme is led by the Oldham Clinical Commissioning Group Accountable Officer and been supported by a variety of teams across the NHS and Council. Additional funding has been provided until the end of 2022 to assist in the generation of these efficiencies.

The revised Health and Care Programme has resulted in new governance arrangements being put into place including a New Locality System Board chaired by the Cabinet Member for Health and Care and an Integrated Delivery Board which continue to be jointly supported by the core team which are also jointly funded. This represents a significant programme of change across the health and care system, made more complex by the ongoing debate about what is the vision at a Locality Level balancing service efficiency and economy. There is also the dynamic of determining priorities at the City Region level and Oldham locality. As there is only a short time until the new model comes into effect there is currently significant effort being put into designing a model which provides clarity about what it is planned to be delivered and at what spatial level. This is determining the design of services and staffing structures with the allocation of funding to support both a "hub" at the City Region level and a more bespoke model (the Oldham model) at a local level. At present staff are balancing support for closing down the present arrangements with the transition and then development of the new model which includes activities that are more transformational and linked into improving inequalities that reflect the needs of Oldham's population.

Alongside the work to support this structural change and operating model a wide variety of colleagues across both the Health and Care System (Adults and Children's) have been working together to effect improved quality assurance systems and patient pathways and improve collaboration between the Primary Care Network arrangements and the District/ Placed Working.

It is anticipated that the new ways of working will deliver budget reductions but given the close alignment with the Adult Social Care transformation programme, no specific targets have been allocated to the health and care element of the programme. Instead, they are included within the all-encompassing Adult Social Care target included above. There are specific reserves available to support health and social care transformational change.

Theme 5 – Economy and Public Realm (including the Creating a Better Place programme)

The Economy and Public Realm Theme encompasses the Creating a Better Place Programme (which includes supporting the local economy) as well as numerous public realm activities including Highways Maintenance, Environmental Management, Waste Collection and Recycling, Street Lighting, Fleet Management and Public Protection. Although the Creating a Better Place programme is now embedded into the operating arrangements of the Council, this is still a transformational programme but one that has been well established. Nonetheless, it is important to note that the financial challenge facing the public sector has been exacerbated by the reductions in revenue arising from the economic and social conditions in the Borough. By focusing on the development of robust economic initiatives and the transformation of public realm activities, a vibrant local economy can be rebuilt together with a high-quality environment that is attractive to residents and visitors.

Services which maintain and enhance the public realm alongside corporate land and property assets are essential to the delivery of the Council's priorities. As part of the refreshed 'Creating a Better Place' strategy approved by Cabinet on 24 August 2020, the previously approved Medium-Term Property Strategy (MTPS) has been reviewed to meet the scale of the change required. At a strategic level, the review has confirmed that the Council's property portfolio can be a catalyst for building new homes, creating job opportunities, re-skilling residents through new apprenticeship opportunities, and re-engaging communities and partners through property / estate co-location and collaboration.

Developing the existing programme of work on the use of property and assets, the Council will maximise the benefit from the corporate estate by developing property disposal and procurement routes that will ensure the Council is able to shape and maintain a property portfolio that will support service delivery and contribute a sustainable income stream.

In addition, the Council will rationalise its office accommodation, where possible, following the place based principles and co-locate staff with partners to maximise efficiencies and realise the potential of 'One Public Estate' for Oldham and Greater Manchester.

The regeneration of Oldham town centre remains a Council priority. The acquisition of the Spindles and Town Square Shopping Centres is a key part of the Creating a Better Place initiative unlocking land and development opportunities. There are also ambitious plans for the regeneration of the borough as a whole with investment in Royton and projects in train at Hollinwood and Foxdenton. The Council will also seek to integrate and rationalise the highly visible and valued services which support and maintain the public realm of the Borough.

Significant capital investment is needed to deliver the town centre vision, new homes and the vision for the rest of the borough. These resources are reflected in the Capital Strategy and Capital Programme for 2022/23 to 2026/27.

This investment will bring future benefits to Oldham through additional economic and housing growth, which may provide increased revenue from, for example, Council Tax and/ or Business Rates.

In addition to the budget reductions of £8.216m already programmed into the 2021/22 to 2025/26 budget, further budget reductions are expected within this theme (net of required offsetting costs). Acknowledging that the Creating a Better Place Programme is but one aspect

of the previously agreed Economy theme, the already approved target of £3.475m for 2023/24 has been revised to £1.500m with further targets applied over the period to 2026/27. This brings the total of savings for this workstream to £4.000m.

Cross Cutting Initiatives

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

Income Generation

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

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

Although not specifically income generation, the Council will continue its efforts to maximise grant income via its External Funding Group and bid for appropriate external resources for both revenue and capital priority projects to reduce the requirement for specific Council funding and where appropriate reduced borrowing/ financing charges.

Other Areas of Budget Review

Underpinning all transformation workstreams will be:

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

At this stage there is still further work to assign specific budget reduction targets to other areas of activity, indeed the overarching target could change as it is based on estimates, however it is expected that £17.144m of savings will be identified from cross cutting initiatives including income generation and service specific budget reductions and efficiencies over the 4 years of the MTFS. The indicative profiling of these savings is £7.761m in 2023/24, £3.017m in 2024/25, £3.284m in 2025/26 and £3.082m in 2026/27. As initiatives are progressed, more definitive estimates will become available.

Summary Transformation Programme 2023/24 to 2026/27

The table below sets out the indicative transformational programme savings planned for 2023/24 to 2026/27. Detailed delivery plans are being developed. These will be evaluated, and risk assessed prior to their presentation to Members as budget reduction proposals. Proposals will then be considered by Members for approval before being deployed to offset future budget reduction requirements.

Table 3 – Transformation Programme and Cross Cutting Initiatives Summary

Workstream	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Place Based Integration/ Communities	300	100	100	100
Children's Transformation Programme	2,925	2,000	2,000	1,000
Adults Social Care Transformation/ Health and Care Integration	4,225	2,000	2,000	1,000
Economy and Public Realm (including the Creating a Better Place Programme)	1,500	1,000	1,000	500
Total Transformation Programme	8,950	5,100	5,100	2,600
Cross Cutting Initiatives	7,761	3,017	3,284	3,082
Total Budget Reduction Requirement	16,711	8,117	8,384	5,682

Given the importance of delivering budget reductions and embedding the programme of transformational change, during 2022/23, there will be a regular review of the progress of existing change programmes against the delivery milestones and financial targets. It will also ensure that there is continuous emphasis on the delivery of change and the achievement of the budget reductions required in line with the five-year strategy.

Impact on Prudential Indicators

The prudential indicators that will be impacted by this strategy are set out below:

- Estimates of Capital Expenditure Indicator increased by £2.500m.
- Capital Financing Requirement increased by £2.500m as these capital receipts would have been used to support schemes within the existing programme that will now be financed through prudential borrowing.
- Financing costs as a percentage (%) of net revenue stream 12.06%

The Prudential Indicators show that this Strategy is affordable and will not impact on the Council's operational and authorised borrowing limits. Further details on the Council's Prudential Indicators can be found within the Treasury Management Strategy.

Monitoring

This Strategy will be monitored throughout the financial year and may be updated and replaced as proposals are developed and expenditure incurred.

This page is intentionally left blank



Report to Cabinet

Treasury Management Strategy Statement 2022/23

Including the Minimum Revenue Provision Policy Statement, Annual Investment Strategy and Prudential Indicators

Portfolio Holder: Cllr Abdul Jabbar MBE, Deputy Leader and
Cabinet Member for Finance and Low Carbon

Officer Contact: Anne Ryans, Director of Finance

Report Author: Lee Walsh, Finance Manager

Ext. 6608

14 February 2022

Reason for Decision

To present to Cabinet, the strategy for 2022/23 Treasury Management activities including the Minimum Revenue Provision Policy Statement, the Annual Investment Strategy and Prudential Indicators together with linkages to the Capital Strategy.

Executive Summary

The report outlines the Treasury Management Strategy for 2022/23 including the Minimum Revenue Provision Policy Statement, Annual Investment Strategy and Prudential Indicators together with linkages to the Capital Strategy.

The Council is required through regulations supporting the Local Government Act 2003 to 'have regard to' the Prudential Code and to set Prudential Indicators for the next three years to ensure that the Council's capital investment plans are affordable, prudent and sustainable. It is also required to produce an annual Treasury Strategy for borrowing and to prepare an Annual Investment Strategy setting out the Council's policies for managing its investments and for giving priority to security and liquidity of those investments.

The Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Treasury Management 2021 (the Code) also requires the receipt by full Council of a Treasury Management Strategy Statement.

The Strategy for 2022/23 covers two main areas.

Capital Issues:

- The Capital expenditure plans and the associated Prudential Indicators
- The Minimum Revenue Provision (MRP) Policy Statement

Treasury Management Issues:

- The Current Treasury Position
- Treasury Indicators which limit the treasury risk and activities of the Council
- Prospects for Interest Rates
- The Borrowing Strategy
- The Policy on Borrowing in Advance of Need
- Debt Rescheduling
- The Investment Strategy
- The Creditworthiness Policy
- The Policy regarding the use of external service providers.

The report therefore outlines the implications and key factors in relation to each of the above Capital and Treasury Management issues and makes recommendations with regard to the Treasury Management Strategy for 2022/23.

The report includes an economic background commentary which reflects the position at 31 January 2021.

During 2021, there were two consultation exercises on the Prudential Code and Code of Practice on Treasury Management with a range of proposed changes being considered. These mainly related to commercial investments and the requirement for Authorities to adopt a more prudent approach. The second consultation ended on 16 November 2021 and the changes to the Codes were issued on 20 December 2021. The Council's strategy for 2022/23 has incorporated these recent changes in the Codes where information is readily available.

The Audit Committee, the body charged with the detailed scrutiny of Treasury Management activities considered the proposed 2022/23 Treasury Management Strategy report at its meeting on 17 January 2022. It was also presented to the Policy Overview and Scrutiny Committee on 27 January 2022. Both the Audit Committee and the Policy Overview and Scrutiny Committee were content to commend the report to Cabinet.

Recommendation

That Cabinet approves and commends to Council the:

- 1 Capital Expenditure Estimates as per paragraph 2.1.2;
- 2 MRP policy and method of calculation as per Appendix 1;
- 3 Capital Financing Requirement (CFR) Projections as per paragraph 2.2.4;
- 4 Projected treasury position as at 31 March 2022 as per paragraph 2.3.3;
- 5 Treasury Limit's as per section 2.4;
- 6 Borrowing Strategy for 2022/23 as per section 2.6;
- 7 Annual Investment Strategy as per section 2.10 including risk management and the creditworthiness policy at section 2.11; and
- 8 Level of investment in specified and non-specified investments detailed at Appendix 4.

Treasury Management Strategy Statement 2022/23 Including the Minimum Revenue Provision Policy Statement, Annual Investment Strategy and Prudential Indicators**1 Background**

- 1.1 The Council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the Treasury Management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low-risk counterparties or instruments commensurate with the Council's low investment risk appetite, providing adequate liquidity initially before considering investment return.
- 1.2 The second main function of the Treasury Management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer-term cash flow planning to ensure that the Council can meet its capital spending obligations. This management of longer-term cash may involve arranging long or short-term loans or using longer term cash flow surpluses. On occasion any debt previously drawn may be restructured to meet Council risk or cost objectives.
- 1.3 The contribution that the Treasury Management function makes to the Authority is critical, as the balance of debt and investment operations ensure liquidity or the ability to meet spending commitments as they fall due, either for day-to-day revenue or for larger capital projects. The treasury operations will see a balance of the interest costs of debt and the investment income arising from cash deposits affecting the available budget. Since cash balances generally result from the Council's reserves and balances, it is essential that there is adequate security of the sums invested, as a loss of principal will in effect result in a loss to the General Fund Balance.
- 1.4 Whilst any commercial initiatives or loans to third parties will impact on the treasury function, these activities are generally classed as non-treasury activities, (arising usually from capital expenditure), and are separate from day-to-day treasury management activities.
- 1.5 Treasury management is defined as:
- "The management of the local authority's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."
- Source: The Chartered Institute of Public Finance and Accountancy (CIPFA) Treasury Management in the Public Service's Code of Practice.*
- 1.6 Reporting Requirements – Capital Strategy
- 1.6.1 The CIPFA Prudential and Treasury Management Codes (2021) require all Local Authorities to prepare a capital strategy report which will provide the following:
- a high-level long-term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services;
 - an overview of how the associated risk is managed; and
 - the implications for future financial sustainability.
- 1.6.2 The Council's capital strategy (which is elsewhere on the agenda) is therefore prepared following the required Codes of Practice to ensure that all Council Members are presented

with the overall long-term capital investment policy objectives and resulting capital strategy requirements, governance procedures and risk appetite.

1.6.3 The Council's capital strategy is reported separately from the Treasury Management Strategy Statement; non-treasury investments will be reported through the former. This ensures the separation of the core treasury function under security of capital, liquidity and yield principles, and the policy around commercial investments, usually driven by expenditure on an asset. Specifically, in relation to non-treasury investments, the capital strategy includes, where appropriate:

- The corporate governance arrangements for these types of activities;
- Any service objectives relating to the investments;
- The expected income, costs and resulting contribution to support the Councils budget;
- The debt related to the activity and the associated interest costs;
- The payback period (Minimum Revenue Provision (MRP) policy);
- For non-loan type investments, the cost against the current market value;
- The risks associated with each activity.

1.6.4 Where a physical asset is being bought, details of market research, advisers used, (and their monitoring), on-going costs and investment requirements and any credit information will be disclosed, including the ability to sell the asset and realise the investment cash.

1.6.5 The Council will also follow the most recent guidance by CIPFA, the revisions to the Prudential Code and Treasury Management Code. Having regard to all relevant guidance, the Council's Capital Strategy includes the changes to the Public Works Loan Board (PWLb) lending criteria introduced in March 2021.

1.6.6 If any non-treasury investment sustains a loss during the final accounts and audit process, the strategy and revenue implications will be reported through the same procedure as the capital strategy (to date there have been no such losses).

1.6.7 To demonstrate the proportionality between the treasury and the non-treasury operations, high-level comparators are shown throughout this report.

1.7 Treasury Management Reporting

1.7.1 The Council is currently required to receive and approve, as a minimum, three main treasury reports each year, which incorporate a variety of policies, estimates and actuals.

a. Prudential and treasury indicators and treasury strategy (this report), the first and most important report which is a forward look to the year ahead and covers:

- The capital plans, (including prudential indicators);
- A minimum revenue provision (MRP) policy, (how residual capital expenditure is charged to revenue over time);
The treasury management strategy (how investments and borrowings are to be organised), including treasury indicators; and
- An investment strategy (the parameters on how investments are to be managed).

b. A mid-year treasury management report

This is primarily a progress report and will update Members on the capital position, amending prudential indicators as necessary, and whether any policies require revision.

c. An annual treasury report

This is a backward looking review document and provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.

- 1.7.2 The above reports are required to be adequately scrutinised before being commended to Cabinet and Council. The scrutiny of Treasury Management reports is undertaken by the Audit Committee. However, the scrutiny of the Treasury Management Strategy Statement by the Policy Overview and Scrutiny Committee alongside all the other reports which are presented to the annual Budget Council meeting, is a key part of the Committee's role. The Audit Committee scrutinised the Treasury Management Strategy Statement for 2022/23 at its meeting on 17 January 2022. The Policy Overview and Scrutiny Committee considered the Strategy at its meeting on 27 January 2022. Both Committees were content to recommend the Treasury Management Strategy to Cabinet and Council.

1.8 Treasury Management Strategy for 2022/23

1.8.1 The strategy for 2022/23 covers two main areas:

1.8.2 Capital issues:

- The capital expenditure plans and the associated prudential indicators;
- The minimum revenue provision (MRP) policy.

1.8.3 Treasury management issues:

- The current treasury position;
- Treasury indicators which limit the treasury risk and activities of the Council;
- Prospects for interest rates;
- The borrowing strategy;
- Policy on borrowing in advance of need;
- Debt rescheduling;
- The investment strategy;
- Creditworthiness policy; and
- The policy on use of external service providers.

- 1.8.4 These elements cover the requirements of the Local Government Act 2003, the CIPFA Prudential Code, Department of Levelling Up, Housing and Communities (formerly the Ministry of Housing, Communities and Local Government (MHCLG)) Minimum Revenue Provision (MRP) Guidance, the CIPFA Treasury Management Code and MHCLG/DLUHC Investment Guidance.

1.9 Training

- 1.9.1 The CIPFA Code requires the responsible officer (in Oldham the Director of Finance) to ensure that Members with responsibility for treasury management receive adequate training to enable them to discharge their duties. This especially applies to Members responsible for scrutiny. Training was provided to Audit Committee Members and Council Officers on 5 October 2021.

1.9.2 The training needs of treasury management officers are periodically reviewed. The team is staffed by professionally qualified accountants with extensive Local Government finance experience. Team members attend all relevant training courses, workshops and events to ensure that their knowledge and skills are up to date and the Council is in a position to address all new technical developments. During 2021/22 these have all been held remotely via zoom or another online platform. All staff follow a Continuous Professional Development (CPD) Plan as part of their individual accountancy body accreditation. The overall responsibility for capital and treasury activities lies with the Council's Section 151 Officer (Director of Finance) who, in accordance with statute, is professionally qualified and is suitably experienced to hold the post.

1.10 Treasury Management Consultants

1.10.1 The Council uses Link Group, Treasury Solutions as its external treasury management advisors.

1.10.2 The Council recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon the services of external service providers. All decisions will be undertaken with regard to all available information, including, but not solely, our treasury advisers.

1.10.3 It is also recognised that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The Council will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented and subjected to regular review.

1.10.4 When looking at a commercial element within a particular capital scheme that has a main focus on public services, housing, regeneration, preventative objectives or treasury management investments, the Council will require specialist advice that Link Group may not provide. As part of the evaluation process and if required, appropriate external advice will be sought, and an extensive due diligence exercise will be undertaken.

2 **Capital Plans & Prudential Indicators 2022/23 – 2024/25**

2.1 Capital Plans

2.1.1 The Council's capital expenditure plans are the key driver of Treasury Management activity. The output of the capital expenditure plans is reflected in Prudential Indicators, which are designed to assist Members' overview and confirm capital expenditure plans. These indicators as per the Capital Programme include previous years' actual expenditure, forecast expenditure for this current year 2021/22 and estimates for the next three-year period, the timeframe required by CIPFA's guidance.

Capital Expenditure Estimates

2.1.2 This first Prudential Indicator is a summary of the Council's capital expenditure plans, both those agreed previously, and those forming part of this budget cycle. Members are asked to consider the capital expenditure forecasts included the table below presented to reflect the current Portfolio management arrangements, although this will change in 2022/23. The capital spending plans included in the Capital Strategy and Programme translate the ambition and vision for Oldham that were set out in Cabinet reports.

Table 1 - Capital Expenditure Estimates

Capital Expenditure / Portfolio	2020/21 Actual £'000	2021/22 Estimate £'000	2022/23 Estimate £'000	2023/24 Estimate £'000	2024/25 Estimate £'000
Corporate Services *	13,066	2,265	4,000	69	138
Children's Services	11,176	15,403	5,425	8,816	3,000
Communities & Reform	57	36	908	250	0
Community Health & Adult Social Care	2,433	2,017	2,547	2,543	2,543
People & Place	38,358	29,437	81,465	65,038	49,722
Funds for Emerging Priorities		1,115	2,520	2,050	836
General Fund Services	65,090	50,273	96,865	78,766	56,239
Housing Revenue Account (HRA)	4,397	785	3,383	8,227	8,014
HRA	4,397	785	3,383	8,227	8,014
Commercial Activities / Non-Financial Investments **	3,740	1,500	0	0	0
Commercial Activities / Non-Financial Investments	3,740	1,500	0	0	0
Total	73,227	52,558	100,248	86,993	64,253

* Excludes any commercial activities which were included in the Corporate Services capital programme.

** Relates to areas such as capital expenditure on investment properties, loans to third parties, purchase of equity shares etc.

2.1.3 The capital expenditure shown above excludes other long-term liabilities, such as Private Finance Initiative (PFI) and leasing arrangements which already include borrowing instruments. It should be noted that any new expenditure commitments are likely to increase the borrowing requirement.

2.1.4 Table 2 below summarises the above capital expenditure plans and how these plans are being financed by capital or revenue resources. Any shortfall of resources results in a funding need (borrowing).

2.1.5 The borrowing need for capital expenditure in 2022/23 is currently expected to be £46.990m. This will however change if there is a revision to the spending profile of the capital programme.

Table 2 - Funding of the Capital Programme

Capital Expenditure	2020/21 Actual £'000	2021/22 Estimate £'000	2022/23 Estimate £'000	2023/24 Estimate £'000	2024/25 Estimate £'000
General Fund Services	68,830	51,773	96,865	78,766	56,239
HRA	4,397	785	3,383	8,227	8,014
Commercial Activities		0	0	0	0
Total	73,227	52,558	100,248	86,993	64,253
Financed by:					
Capital receipts	(3,184)	(5,535)	(4,472)	(2,325)	(1,835)
Capital grants - Ringfenced	(20,820)	(8,208)	(33,787)	(15,999)	(2,100)
Capital grants – Un-ringfenced		(11,642)	(11,714)	(9,839)	(8,281)
Revenue	(147)	(93)	(2)		
HRA Resources	(2,532)	(785)	(3,283)	(8,127)	(7,914)
Net financing need for the year	46,544	26,294	46,990	50,703	44,123

- 2.1.6 All other prudential indicators included within this report are based on the above capital estimates.
- 2.2 The Council's Borrowing Need - the Capital Financing Requirement (CFR)
- 2.2.1 The second Prudential Indicator is the Council's CFR. The CFR is simply the total historic outstanding capital expenditure which has not yet been financed from either revenue or capital resources. It is essentially a measure of the Council's underlying borrowing need. Any capital expenditure above, which has not immediately been financed from cash backed resources, will increase the CFR.
- 2.2.2 The CFR does not increase indefinitely, as the Council makes 'prudent' provision for debt repayment which broadly reduces indebtedness in line with each asset's life and so charges the economic consumption of capital assets as they are used. The approach to making prudent provision is set out in the MRP Policy Statement at Appendix 1.
- 2.2.3 The MRP policy for 2022/23 has been amended to reflect the potential changes to the MRP Guidance which was consulted upon by the Department of Levelling Up, Housing and Communities (DLUHC). The consultation ended on 8 February 2022 and the Council provided a response to the proposed changes to the guidance. One of the proposed changes relate to Borrowing in Lieu of Capital Receipts and the Council has removed this section from its MRP policy.
- 2.2.4 The CFR includes other long-term liabilities (e.g., Private Finance Initiative (PFI) schemes, finance leases etc.). Whilst these arrangements increase the CFR, and therefore the Council's borrowing requirement, such schemes also include a 'loan' facility meaning the Council is not required to make separate borrowing arrangements. The Council currently estimates a net figure of £204.736m of such schemes within the CFR for 2022/23, decreasing to £182.700m by 2024/25. From 2022/23 and future years an estimated of £0.644m has been included in the CFR to reflect anticipated costs associated with the implementation of IFRS 16 (see paragraph 2.15.2).

Table 3 - Capital Financing Requirement (CFR)

	2020/21 Actual £'000	2021/22 Estimate £'000	2022/23 Estimate £'000	2023/24 Estimate £'000	2024/25 Estimate £'000
Capital Financing Requirement (CFR)					
CFR - Services	491,713	494,877	520,247	545,998	561,922
CFR - Commercial Activities	0	0	0	0	0
Total CFR	491,713	494,877	520,247	545,998	561,922
Movement in CFR	19,336	3,164	25,370	25,751	15,924
Movement in CFR represented by					
Net financing need for the year	46,544	26,294	46,990	50,703	44,123
PFI Repayments	(11,282)	(9,691)	(8,913)	(10,671)	(11,365)
Less MRP/VRP and other financing movements	(15,926)	(13,439)	(12,707)	(14,281)	(16,834)
Movement in CFR	19,336	3,164	25,370	25,751	15,924

- 2.2.5 A key aspect of the regulatory and professional guidance is that elected Members are aware of the size and scope of any commercial activity in relation to the Authority's overall financial position. The capital expenditure figures shown in Table 1 at paragraph 2.1.2 and the details above demonstrate the scope of this activity i.e. that there has not been any commercial activity and none is planned. Therefore, by approving these figures, the scale is considered proportionate to the Council's remaining activity.

Planned External Borrowing

- 2.2.6 The table below is a new for 2022/23 and conforms to the new requirements of the Department of Levelling Up, Housing and Communities (DLUHC) regarding the categorisation of planned external borrowing, given that the Government's aim has been to limit the level of commercial activity (projects for yield) in which some (a limited number) of Local Authorities have been engaged. The information in Table 4 will be submitted to accompany the Council's application for the PWLB Certainty Rate for borrowing during 2022/23.

Table 4 –Planned External Borrowing

External Borrowing	2021/22 Estimate £'000	2022/23 Estimate £'000	2023/24 Estimate £'000	2024/25 Estimate £'000
Service Expenditure	11,137	12,696	5,630	3,519
Regeneration	14,579	31,790	43,623	39,604
Preventative Action	578	2,504	1,450	1,000
Treasury Management	-	-	-	-
Projects for Yield	-	-	-	-
Total	26,294	46,990	50,703	44,123

2.3 Borrowing

- 2.3.1 The capital expenditure plans set out in section 2.1 to a large extent drive the borrowing estimates included in this report. The Treasury Management function ensures that the

Council's cash is organised in accordance with the relevant professional codes, so that sufficient cash is available to meet this service activity and the Council's capital strategy. This will involve both the organisation of the cash flow and, where capital plans require, the organisation of appropriate borrowing facilities. The strategy covers the relevant Treasury and Prudential Indicators, the current and projected debt positions and the Annual Investment Strategy.

Current Borrowing Portfolio Position

- 2.3.2 The overall treasury management portfolio as at 31 March 2021 and the position as at February 2022 are shown below for both borrowing and investments.

Table 5 - Current Treasury Position

Treasury Investments/External Borrowing	Actual 31/03/2021 £'000	Actual 31/03/2021 %	Current February 2022 £'000	Current February 2022 %
Treasury Investments				
Banks	20,000	23.94%	42,860	39.22%
Local Authorities / Public Bodies	28,000	33.52%	4,000	3.66%
Building Societies	0	0	10,000	9.15%
Money Market Funds	20,540	24.59%	37,430	34.25%
Total Managed in House	68,540	82.04%	94,290	86.28%
Property Funds	15,000	17.96%	15,000	13.72%
Total Managed Externally	15,000	17.96%	15,000	13.72%
Total Treasury Investments	83,540	100.00%	109,290	100.00%
Treasury External Borrowing				
PWLB	35,482	20.53%	35,241	21.03%
Lender Option Borrower Option (LOBO's)	85,500	49.47%	85,500	51.01%
Market	46,600	26.96%	46,600	27.80%
Temporary Borrowing	5,261	3.04%	261	0.16%
Total Treasury External Borrowing	172,843	100.00%	167,602	100.00%
Net Treasury Investments / (Borrowing)	(89,303)		(58,312)	

- 2.3.3 The Council's forward projections for borrowing are summarised below. The table shows the actual external debt, the Treasury Management operation against the underlying capital borrowing need and the CFR, highlighting any over or under borrowing. Table 6 shows the CFR at £494.877m, the forecast position of gross borrowing as at 31 March 2022 at £381.246m (debt at 31 March 2022 at £167.598m plus Closing Other Long Term Liabilities (OLTL) at 31 March 2022 of £213.648m) and an under borrowed position of £113.631m.

Table 6 - Current and Forecast Treasury Portfolio

	2020/21 Actual £'000	Forecast position as at 31/3/22 £'000	2022/23 Estimate £'000	2023/24 Estimate £'000	2024/25 Estimate £'000
External Debt					
Debt at 1 April	167,843	172,843	167,598	195,993	240,988
Actual/Expected change in debt	5,000	(5,245)	28,395	44,995	25,995
Debt at 31 March	172,843	167,598	195,993	240,988	266,983
Opening OLTL* at 1 April	235,687	224,405	213,648	204,736	194,064
Expected change in OLTL	(11,282)	(10,757)	(8,912)	(10,672)	(11,365)
Closing OLTL at 31 March	224,405	213,648	204,736	194,064	182,700
Actual/ Forecast gross debt (borrowing requirement) at 31 March	397,248	381,246	400,729	435,052	449,683
The Capital Financing Requirement	491,713	494,877	520,247	545,998	561,922
Under / (over) borrowing	94,465	113,631	119,518	110,946	112,239

* Other Long-Term Liabilities

- 2.3.4 Table 5 above shows the Council will need to undertake significant additional borrowing in future years if capital programme expenditure matches the anticipated spending profile. The borrowing requirement is a key driver of the borrowing strategy as set out in section 2.6. The timing of any additional borrowing given the amounts indicated in the table above will be closely monitored. Members will recall that capital spending plans have been reprofiled year on year and it is possible that the trend could be repeated in 2022/23 and future years.
- 2.3.5 There are a number of key Prudential Indicators to ensure that the Council operates its activities within well-defined limits. The Council must ensure that gross debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2022/23 and the following two financial years. This allows some flexibility for limited early borrowing for future years but ensures that borrowing is not undertaken for revenue or speculative purposes. It is clear from the table above that the Council's gross borrowing position remains within these limits.
- 2.3.6 The Council has complied with this Prudential Indicator in the current year and does not envisage any difficulties with compliance in the future. This view takes into account current commitments, existing plans, and the proposals set out in this report.
- 2.3.7 The Council should include within the forecast gross borrowing figures in Table 6, any debt that relates to commercial activities / non-financial investment. The Council has no external debt for commercial activities/non-financial investment that is included in the gross borrowing figures in Table 6. Under the Prudential Code, there is a requirement to provide the information in the Treasury Management Strategy which shows that to date there has been a minimal impact on debt from potential investments in commercial activities compared to the Council's overall borrowing (excluding long-term liabilities).

2.4 Treasury Limits for 2022/23 to 2024/25

- 2.4.1 The Council is required to determine its Operational Boundary and Authorised Limit for external debt for the next three financial years.

Operational Boundary

- 2.4.2 The forecast Operational Boundary for 2021/22 together with the proposed operational boundaries for 2022/23 to 2024/25 are set out in Table 7 below. The boundary reflects the maximum anticipated level of external debt which is not expected to be exceeded. In most cases, this would be a similar figure to the CFR, but may be lower or higher depending on levels of actual debt and the ability to fund under-borrowing by other cash resources. This boundary will be used as a management tool for ongoing monitoring of external debt and may be breached temporarily due to unusual cash flow movements. However, a sustained or regular trend above the Operational Boundary should trigger a review of both the Operational Boundary and the Authorised Limit.

Table 7 - Operational Boundary

Operational Boundary	2021/22 Forecast £'000	2022/23 Estimate £'000	2023/24 Estimate £'000	2024/25 Estimate £'000
Borrowing	282,500	316,500	352,500	380,000
Other long term liabilities	215,500	206,500	195,500	184,500
Commercial activities / non-financial investments	0	0	0	0
Total	498,000	523,000	548,000	564,500

Authorised Limit

- 2.4.3 A further key Prudential Indicator, the Authorised Limit controls the maximum level of borrowing. This represents a limit beyond which external debt is prohibited, and this limit may only be determined by full Council. It reflects the level of external debt which, while not desirable, is affordable in the short term, but is not sustainable in the longer term. This is the statutory limit determined under Section 3 (1) of the Local Government Act 2003. The Government retains an option to control either the total of all Councils' plans, or those of a specific Council, although this power has not yet been exercised.
- 2.4.4 Members are asked to consider the proposed Operational Boundary for each financial year from 2021/22 to 2024/25 as set out in Table 7 above and Authorised Limit as set out in Table 8 below:

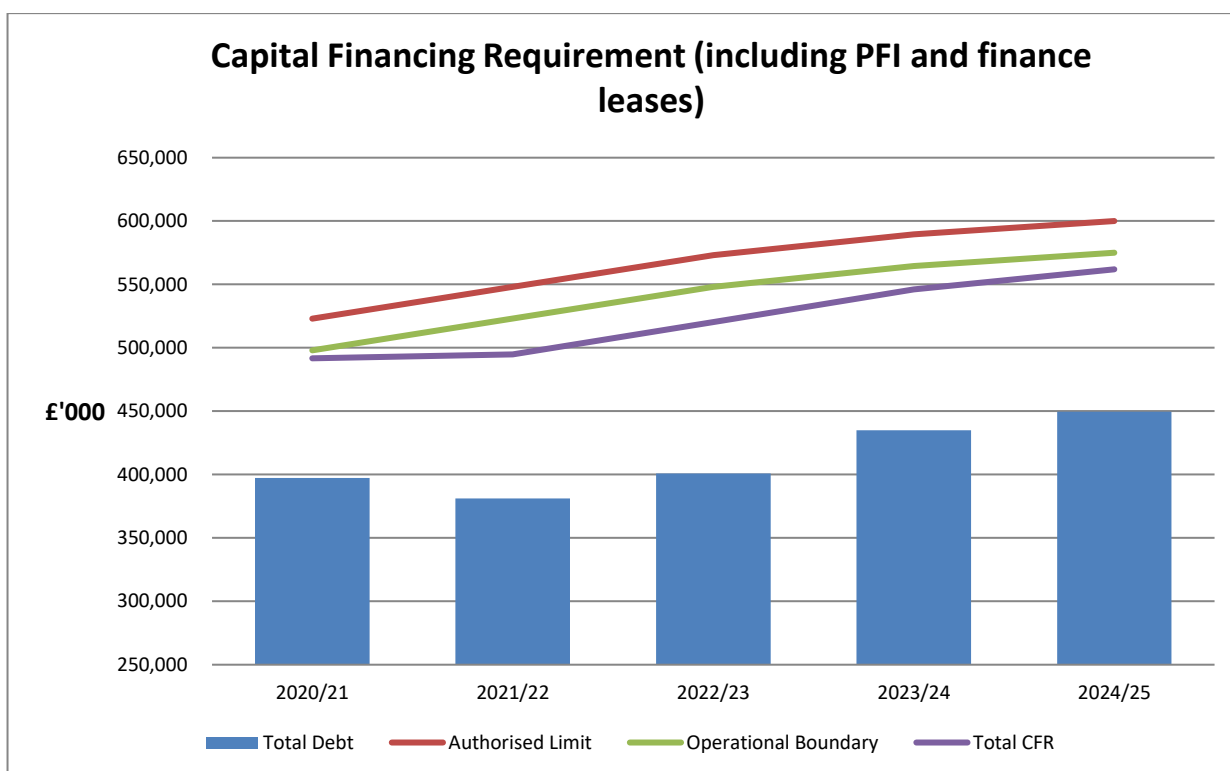
Table 8 - Authorised Limit

Authorised Limit	2021/22 Forecast £'000	2022/23 Estimate £'000	2023/24 Estimate £'000	2024/25 Estimate £'000
Borrowing	302,500	336,500	372,500	400,000
Other long term liabilities	220,500	211,500	200,500	189,500
Commercial activities / non-financial investments	0	0	0	0
Total	523,000	548,000	573,000	589,500

- 2.4.5 Table 9 and the graph below show how the two indicators above, the Operational Boundary and the Authorised Limit compare to actual external debt and the CFR.

Table 9 - Estimated Capital Financing Requirement, Debt and Treasury Indicators

Capital Financing Requirement (CFR) including PFI and finance leases	Actual 2020/21 £'000	2021/22 Estimate £'000	2022/23 Estimate £'000	2023/24 Estimate £'000	2024/25 Estimate £'000
General Fund CFR	491,713	494,877	520,247	545,998	561,922
Total CFR	491,713	494,877	520,247	545,998	561,922
External Borrowing	172,843	167,598	195,993	240,988	266,983
Other long term liabilities	224,405	213,648	204,736	194,064	182,700
Total Debt	397,248	381,246	400,729	435,052	449,683
Operational Boundary	512,500	498,000	523,000	548,000	564,500
Authorised Limit	537,500	523,000	548,000	573,000	589,500



2.5 Prospects for Interest Rate

- 2.5.1 The Council has appointed The Link Group as its Treasury Adviser and part of its service is to assist the Council to formulate a view on interest rates. The table below gives the Link Group's central view of interest rates from December 2021 to March 2025 provided on 3 February 2022 having been revised after the increase in the Bank Rate. The rates are based on the PWLB Certainty Rate. The Certainty Rate is 80 basis points over gilt yields, and is a reduced rate offered to Local Authorities who qualify providing their plans for long-term borrowing and associated capital spending meet the criteria. The Council has applied for and been approved for the Certainty Rate which covers the period November 2021 to October 2022.

Table 10 - Interest Rate Forecast

Period Ending	Bank Rate	PWLB Borrowing Rates %			
	%	5 year	10 year	25 year	50 year
December 2021	0.25	1.40	1.60	1.80	1.50
March 2022	0.50	1.90	2.10	2.20	1.90
June 2022	0.75	2.00	2.10	2.30	2.10
September 2022	1.00	2.10	2.20	2.41	2.20
December 2022	1.25	2.20	2.30	2.70	2.40
March 2023	1.25	2.30	2.40	2.70	2.50
June 2023	1.25	2.30	2.40	2.70	2.60
September 2023	1.50	2.40	2.50	2.80	2.70
December 2023	1.50	2.40	2.60	2.90	2.90
March 2024	1.50	2.40	2.60	2.30	2.10
June 2024	1.00	1.90	2.60	2.90	2.90
September 2024	1.50	2.40	2.60	2.90	2.90
December 2024	1.50	2.40	2.60	2.90	2.90
March 2025	1.50	2.40	2.60	2.90	2.90

2.5.2 LIBOR and LIBID rates will be cease from the end of 2021, these will be replaced with SONIA (Sterling Overnight Index Average) as explained at 2.15.6 - 2.15.8.

2.5.3 The coronavirus outbreak has done huge economic damage to the UK and economies around the world. After the Bank of England took emergency action in March 2020 to cut the Bank Rate to 0.10%, it left the Bank Rate unchanged at its subsequent meetings until raising it to 0.25% at its meeting on 16 December 2021 and then again by a further 0.25% at its meeting on 3 February 2022.

2.5.4 As shown in the forecast table above, the forecast for Bank Rate now includes a further three interest rate increases during 2022 and it is expected that the rate will be 1.25% by December 2022. The economists forecast that rates will rise to 1.5% by mid-2023 then stabilise over the life of the forecast period. However, a cautionary approach must be taken when considering future interest rate forecasts as the MPC is concerned that inflationary pressures are indeed building and concerted action by the MPC maybe required to counter such trends.

2.5.5 Significant Risks to the Forecasts

A number of significant risks to forecasts have been identified:

- **Labour and supply shortages** prove more enduring and disruptive and depress economic activity.
- **Mutations** of the virus render current vaccines ineffective, and tweaked vaccines to combat these mutations are delayed or cannot be administered fast enough to prevent further national lockdowns. A proportion of the population not being vaccinated is also a significant risk to the NHS being overwhelmed and lockdowns being the only remaining option.
- **The Monetary Policy Committee (MPC)** acts too quickly, or too far, over the next three years to raise Bank Rate and causes UK economic growth, and increases in inflation, to be weaker than currently anticipated.

- **The MPC** tightens monetary policy too late to ward off building inflationary pressures.
- **The Government** acts too quickly to cut expenditure to balance the national budget.
- **UK / EU trade arrangements** – if there was a major impact on trade flows and financial services due to complications or lack of co-operation in sorting out significant remaining issues.
- **Longer term US treasury yields** rise strongly and pull gilt yields up higher than forecast.
- **Major stock markets** e.g., in the US, become increasingly judged as being over-valued and susceptible to major price corrections. Central banks become increasingly exposed to the “moral hazard” risks of having to buy shares and corporate bonds to reduce the impact of major financial market selloffs on the general economy.
- **Geopolitical risks**, for example in Ukraine, Iran, North Korea, but also in Europe and Middle Eastern countries; on-going global power influence struggles between Russia/China/US. These could lead to increasing safe-haven flows.

2.5.6 The balance of risks to the UK economy

- The overall balance of risks to economic growth in the UK is now to the downside, including residual risks from COVID and its variants - both domestically and their potential effects worldwide.

Forecasts for Bank Rate

2.5.7 The Bank Rate is expected to increase three times during the remainder 2022 which would result in a rate of 1.25% by the end of 2022. After these rate increases during 2022, the Bank Rate is then not expected to go up fast as the supply potential of the economy is not likely to have taken a major hit during the pandemic. It should, therefore, be able to cope well with meeting demand after supply shortages subside over the next year to 18 months, without causing inflation to remain elevated in the medium-term, or to inhibit inflation from falling back towards the MPC’s 2% target after the spike up to around 7.25%.

2.5.8 The forecast includes increases in Bank Rate over the three-year forecast period to March 2025, ending at 1.50%. However, it is likely that these forecasts may need changing within a relatively short timeframe for the following reasons:

- At this present time, analysts do not know how severe an impact of Omicron could have on the economy and whether there will be another lockdown or similar and, if there is, whether there would be significant fiscal support from the Government for businesses and jobs.
- There are increasing grounds for viewing the economic recovery as running out of steam. The introduction of the new variant Omicron could still pose a significant downside threat to economic activity. This could lead into stagflation or even into recession, which would then pose a dilemma for the MPC as to whether to focus on combating inflation or supporting economic growth through keeping interest rates low.
- Will some current key supply shortages spill over into causing economic activity in some sectors to take a significant hit?

- Rising gas and electricity prices in October 2021 and April 2022 and increase in other prices caused by supply shortages and increases in taxation in April 2022, are already going to deflate consumer spending power without the MPC having to take any action on Bank Rate to cool inflation.
- On the other hand, consumers are sitting on over £160bn of excess savings left over from the pandemic so when will they spend this sum, in part or in total?
- It appears the economy has coped well with the end of furlough. It is estimated that there were around 1 million people who came off furlough and there was not a huge spike in unemployment. However, vacancies have been hitting record levels so there is a continuing acute shortage in workers. This is a potential danger area if shortages drive up wages which then feed through into producer prices and the prices of services i.e., a second-round effect that the MPC would have to act against if it looked like gaining significant momentum.
- There could be further challenges on the COVID front beyond the Omicron mutation.
- If the UK invokes article 16 of the Brexit deal over the dislocation in trading arrangements with Northern Ireland, this has the potential to end up in a no deal Brexit.

2.5.9 In summary, with the high level of uncertainty prevailing on several different fronts, these forecasts will be revised again over the next few months, in line with the latest developments.

2.5.10 It should also be borne in mind that Bank Rate being cut to its lowest level of 0.10% then rising to 0.25% and then 0.50% were emergency measures to deal with the COVID crisis hitting the UK. At any time, the MPC could decide to simply take away such emergency cuts on no other grounds than it being no longer being warranted and as a step forward in the return to normalisation. In addition, any Bank Rate under 1% is both highly unusual and highly supportive of economic growth.

Forecasts for PWLB Rates and Gilt and Treasury Yields

2.5.11 As the interest forecast table for PWLB certainty rates above shows, there is forecast to be a steady, rise in both Bank Rate and gilt yields during the forecast period to March 2025, though there will doubtless be a lot of unpredictable volatility during this forecast period.

2.5.12 There is likely to be exceptional volatility and unpredictability in respect of gilt yields and PWLB rates due to the following factors:

- How strongly will changes in gilt yields be correlated to changes in US treasury yields (see below). Over the 11 years since 2011 there has been an average 75% correlation between movements in US treasury yields and gilt yields. However, from time to time these two yields can diverge. Lack of spare economic capacity and rising inflationary pressures are viewed as being much greater dangers in the US than in the UK. This could mean that central bank rates will end up rising earlier and higher in the US than in the UK if inflationary pressures were to escalate; the consequent increases in treasury yields could well spill over to cause (lesser) increases in gilt yields. There is, therefore, an upside risk to forecasts for gilt yields due to this correlation. The Link Group forecasts have included a risk of a 75% correlation between the two yields.
- Will the Federal Reserve System (Fed) take action to counter increasing treasury yields if they rise beyond a yet unspecified level?
- Would the MPC act to counter increasing gilt yields if they rise beyond a yet unspecified level?

- How strong will inflationary pressures actually turn out to be in both the US and the UK and so put upward pressure on treasury and gilt yields?
- How will central banks implement their new average or sustainable level inflation monetary policies?
- How well will central banks manage the withdrawal of Quantitative Easing (QE) purchases of their national bonds i.e., without causing a panic reaction in financial markets as happened in the US in 2013?
- Will exceptional volatility be focused on the short or long-end of the yield curve, or both?

Gilt and Treasury Yields

- 2.5.13 Since the start of 2021, there has been a lot of volatility in gilt yields, and hence PWLB rates. During the first part of 2021, US President Biden's, and the Democratic party's, determination to push through a \$1.9trn (equivalent to 8.8% of GDP) fiscal boost for the US economy as a recovery package from the COVID pandemic was what unsettled financial markets. However, this was in addition to the \$900bn support package already passed in December 2020.
- 2.5.14 This was then followed by additional Democratic ambition to spend \$1trn on infrastructure, which was eventually passed by both Houses later in 2021, and an even larger sum on an American family plan over the next decade. It must be noted that this is still caught up in Democrat / Republican political debate and financial markets were alarmed that all this stimulus was happening at a time when:
1. A fast vaccination programme has enabled a rapid opening up of the economy.
 2. The economy had been growing strongly in the first half of 2021 although it had weakened overall during the second half of 2021.
 3. It started from a position of little spare capacity due to less severe lockdown measures than in many other countries.
 4. The Fed was still providing stimulus through monthly QE purchases during 2021.
- 2.5.15 These factors could cause an excess of demand in the economy which generated strong inflationary pressures. This was eventually recognised by the Fed at its December 2021 meeting with an aggressive response to damp inflation down during 2022 and 2023.
- 2.5.16 At its 3 November meeting, the Fed decided to make a start on tapering its \$120bn per month of QE purchases with the aim to end by June 2022. However, at its 15 December 2021 meeting, it doubled the pace of tapering so that they will end all purchases in February 2022. These purchases are currently acting as downward pressure on treasury yields and so it would be expected that Treasury yields will rise over the taper period and after the taper ends.
- 2.5.17 The Fed also forecast that it expected there would be three rate rises in 2022 of 0.25% from near zero currently, followed by three in 2023 and two in 2024, taking rates back above 2% to a neutral level for monetary policy.
- 2.5.18 As the US financial markets are, by far, the biggest financial markets in the world, any upward trend in treasury yields will invariably impact and influence financial markets in other countries. Inflationary pressures and erosion of surplus economic capacity look much stronger in the US compared to those in the UK, which would suggest that Fed rate increases eventually needed to suppress inflation, are likely to be faster and stronger than Bank Rate increases in the UK. This is likely to put upward pressure on treasury yields which could then spill over into putting upward pressure on UK gilt yields.

- 2.5.19 The forecasts are also predicated on an assumption that there is no break-up of the Eurozone or EU within the forecasting period, despite the major challenges that are looming, and that there is no major disruption to international relations, especially between the US and Russia, China / North Korea and Iran, which have a major impact on international trade and world GDP growth.
- 2.5.20 The balance of risks to medium to long term PWLB rates:
- There is a balance of upside risks to forecasts for medium to long term PWLB rates.

A New Era – a fundamental shift in central bank monetary policy

- 2.5.21 One of the key results of the pandemic has been a fundamental rethinking and shift in monetary policy by major central banks like the Fed, the Bank of England and the European Central Bank (ECB), to tolerate a higher level of inflation than in the previous two decades when inflation was the prime target to bear down on so as to stop it going above a target rate.
- 2.5.22 There is now also a greater emphasis on other targets for monetary policy than just inflation, especially on ‘achieving broad and inclusive “maximum” employment in its entirety’ in the US, before consideration would be given to increasing rates.
- The Fed in America has gone furthest in adopting a monetary policy based on a clear goal of allowing the inflation target to be symmetrical (rather than a ceiling to keep under), so that inflation averages out the dips down and surges above the target rate, over an unspecified period of time.
 - The Bank of England has also amended its target for monetary policy so that inflation should be ‘sustainably over 2%’ before starting on raising Bank Rate and the ECB now has a similar policy.
 - For local authorities, this means that investment interest rates and very short term PWLB rates will not be rising as quickly or as high as in previous decades when the economy recovers from a downturn and the recovery eventually runs out of spare capacity to fuel continuing expansion.
 - Labour market liberalisation since the 1970s has helped to break the wage-price spirals that fuelled high levels of inflation and has now set inflation on a lower path which makes this shift in monetary policy practicable. In addition, recent changes in flexible employment practices, the rise of the gig economy and technological changes, will all help to lower inflationary pressures.
 - Governments will also be concerned to see interest rates stay lower as every rise in central rates will add to the cost of vastly expanded levels of national debt; (in the UK this is £21bn for each 1% rise in rates). On the other hand, higher levels of inflation will help to erode the real value of total public debt.

Investment and Borrowing Rates

- 2.5.23 Investment returns are expected to improve in 2022/23. However, while markets are pricing in a series of Bank Rate hikes, actual economic circumstances may see the MPC fall short of these elevated expectations.
- 2.5.24 Borrowing interest rates fell to historically very low rates as a result of the COVID crisis and the quantitative easing (QE) operations of the Bank of England and still remain at historically low levels. However, on 3 February 2022, the MPC voted unanimously for the Bank of England (BoE) to begin to reduce the stock of UK government bond purchases by ceasing

to reinvest maturing assets (the QE operations) which is highly likely to result in increases in borrowing rates over the forecast timeframe to March 2025 as can be seen in table 10. The policy of avoiding new borrowing by running down spare cash balances has served the Council well over the last few years.

2.5.25 In November 2020, the Chancellor announced the conclusion to the review of margins over gilt yields for PWLB rates which had been increased by 100 basis points (bps) in October 2019. The standard and certainty margins were reduced by 100 bps but a prohibition was introduced to deny access to borrowing from the PWLB for any local authority which had purchase of assets for yield in its three-year capital programme. The current margins over gilt yields are as follows:

- PWLB Standard Rate – gilt plus 100 basis points (G+100bps)
- PWLB Certainty Rate - gilt plus 80 basis points (G+80bps)
- PWLB HRA Standard Rate - gilt plus 100 basis points (G+100bps)
- PWLB HRA Certainty Rate - gilt plus 80 basis points (G+80bps)
- Local Infrastructure Rate - gilt plus 60 basis points (G+60bps)

Borrowing for capital expenditure

2.5.26 As Link's long-term (beyond 10 years) forecast for Bank Rate is 2.00%, and as a limited number of PWLB certainty rates are currently below or around 2.00%, there remains value in considering long-term borrowing from the PWLB where appropriate.

2.5.27 Temporary borrowing rates are likely, however, to remain near Bank Rate and may also prove attractive as part of a balanced debt portfolio.

2.5.28 The Council will not be able to avoid borrowing to finance new capital expenditure with the rundown of reserves. However, due to timing of the borrowing there may be a cost of carry (the difference between higher borrowing costs and lower investment returns), to any new borrowing that causes a temporary increase in cash balances as this position will, most likely, incur a revenue cost.

2.6 Borrowing strategy

2.6.1 The factors that influence the 2022/23 strategy are:

- The movement in CFR as set out in Table 3;
- Forthcoming 'Option' dates on £49m of Lender Option Borrower Option loans (LOBO's) in 2022/23;
- The interest rate forecasts (set out in Table 10);
- Aiming to minimise revenue costs to reduce the impact on the Council Tax Requirement; and
- The impact of the Council's Capital and Property Investment Programmes.

2.6.2 The Council is currently maintaining an under-borrowed position. This means that the capital borrowing need (CFR) has not been fully funded with loan debt as cash supporting the Council's reserves, balances and cash flow has been used as a temporary measure. This strategy is prudent as investment returns are low and counterparty risk is still an issue that needs to be considered.

- 2.6.3 Against this background and the risks within the economic forecast, caution will be adopted with the 2022/23 treasury operations. The Treasury Management team will monitor interest rates in financial markets and adopt a pragmatic approach to changing circumstances so that:
- if it was considered that there was a significant risk of a sharp fall in interest rates, then long term borrowing will be postponed.
 - if it was considered that there was a significant risk of a much sharper rise in borrowing rates than that currently forecast, perhaps arising from an acceleration in the start date and in the rate of increase in central rates in the USA and UK, an increase in world economic activity or a sudden increase in inflation risks, then the portfolio position will be re-appraised. The likely action would be that fixed rate funding will be drawn whilst interest rates are still lower than they will be in the next few years.
- 2.6.4 The forecast gross borrowing requirement in Table 6 at 2.3.3 above shows, based on current estimates, that the Council will need to drawdown a significant amount of new borrowing, to support the capital programme. Any additional borrowing will be completed with regard to the limits, indicators and interest rate forecasts set out above. As noted earlier, initial estimates of borrowing have changed in previous years due to the reprofiling of the capital programme once the financial year has begun.
- 2.6.5 During 2022/23, £49m of LOBO (Lender Option Borrower Option) debt will reach the option renewal date. Table 11 below, sets out the maturity structure of fixed rate debt. At the renewal date the loans will either:
- Move to the option rate of interest, which in all cases will be the same as the current rate; or
 - Be offered at a rate above the option rate, in which case the Council has the option to repay. This would then require refinancing at the prevailing market rates.

Table 11 - Maturity Structure of Fixed Rate Debt

Maturity Structure of fixed interest rate debt	2022/23 Actual
Under 12 months	33.33%
12 months and within 24 months	9.84%
24 months and within 5 years	11.93%
5 years and within 10 years	9.09%
10 years to 20 years	2.98%
20 years to 30 years	2.98%
30 years to 40 years	2.98%
40 years to 50 years	14.92%
50 years to 60 years	11.93%

- 2.6.6 Due to the current interest rate forecast it is not anticipated that any of these LOBO loans will be called.
- 2.6.7 The 2022/23 Capital Programme now shows anticipated prudential borrowing of £46.990m with £50.703m in 2023/24, £44.123m in 2024/25. These figures have been reflected in this report and factored into the borrowing strategy for 2022/23 and future years.

- 2.6.8 Members are advised that indicators for interest rate exposure are no longer a requirement under the Treasury Management Code. However, as interest rate exposure risk is an important issue, officers will continue to monitor the balance between fixed and variable interest rates for borrowing and investments. This will aim to ensure the Council is not exposed to adverse fluctuations in fixed or variable rate interest rate movements.
- 2.6.9 This is likely to reflect higher fixed interest rate borrowing if the borrowing need is high or fixed interest rates are likely to increase, or a higher variable rate exposure if fixed interest rates are expected to fall. Conversely if shorter term interest rates are likely to fall, investments may be fixed earlier, or kept shorter if short term investments are expected to rise.
- 2.6.10 The balance between variable rate debt and variable rate investments will be monitored as part of the overall treasury function in the context of the overall financial instruments structure and any under or over borrowing positions.
- 2.7 Policy on Borrowing in Advance of Need
- 2.7.1 The Council will not borrow more than or in advance of its needs, purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved CFR estimates, and will be considered carefully to ensure that value for money can be demonstrated and that the Council can ensure the security of such funds. Any borrowing will follow the most recent guidance issued by CIPFA.
- 2.7.2 Borrowing in advance will be made within the constraint that the Council would not look to borrow more than 24 months in advance of need.
- 2.7.3 Risks associated with any borrowing in advance of activity will be subject to prior appraisal and subsequent reporting through the mid-year or annual reporting arrangements.
- 2.8 Debt Rescheduling
- 2.8.1 Rescheduling of current borrowing in our debt portfolio is unlikely to occur as there is still a very large difference between premature redemption rates and new borrowing rates, even though the general margin of PWLB rates over gilt yields was reduced by 100 bps in November 2020.
- 2.8.2 The reasons for any rescheduling to take place will include:
- the generation of cash savings and/ or discounted cash flow savings;
 - helping to fulfil the treasury strategy;
 - enhancing the balance of the portfolio (amending the maturity profile and/or the balance of volatility).
- 2.8.3 All re-scheduling will be reported to the Audit Committee, Cabinet and Council at the earliest meeting following its action.

2.9 New Financial Institutions as a Source of Borrowing

2.9.1 Currently the PWLB Certainty Rate is set at gilts + 80 basis points for both HRA and non-HRA borrowing. However, consideration will still be given to sourcing funding from the following:

- Local Authorities (primarily shorter dated maturities).
- Financial institutions (primarily insurance companies and pension funds but also some banks. These deals may include borrowing based on forward dates and an agreed future market rate).
- UK Municipal Bonds Agency (which has recently negotiated its first bond issue). Members will recall that the Council has invested £0.100m in the UKMBA and would seek to make use of this new source of borrowing as and when appropriate.

2.9.2 The degree which any of these options proves cheaper than the PWLB Certainty Rate is still evolving, however, all funding options will be fully evaluated, and the most appropriate option will be taken. The Link Group the Council's treasury advisors will keep the Council informed regarding different options available when borrowing is undertaken.

Approved Sources of long and short-term borrowing

2.9.3 The table below is a new requirement for 2022/23 and shows sources of borrowing that the Council may use and whether the related interest rates are fixed or variable.

Table 12 - Approved sources of long and short term borrowing

On Balance Sheet	Fixed	Variable
PWLB	✓	✓
Municipal Bonds Agency	✓	✓
Local Authorities	✓	✓
Banks	✓	✓
Pension Funds	✓	✓
Insurance Companies	✓	✓
UK Infrastructure Bank	✓	✓
Market (long-term)	✓	✓
Market (temporary)	✓	✓
Market (LOBOs)	✓	✓
Stock issues	✓	✓
Local Temporary Borrowing	✓	✓
Local Bonds	✓	
Local Authority Bills	✓	✓
Overdraft		✓
Negotiable Bonds	✓	✓
Internal (capital receipts & revenue balances)	✓	✓
Commercial Paper	✓	
Medium Term Notes	✓	
Finance Leases	✓	✓

2.10 Annual Investment Strategy

Investment Policy – Management of Risk

- 2.10.1 The DLUHC and CIPFA have extended the meaning of ‘investments’ to include both financial and non-financial investments. This report deals solely with financial investments, (as managed by the Treasury Management Team). Non-financial investments, essentially the purchase of income yielding assets, are covered in the Capital Strategy elsewhere on the agenda.

The Council’s investment policy has regard to the following:

- DLUHC’s Guidance on Local Government Investments (“the Guidance”);
- CIPFA Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes 2021 (“the Code”); and
- CIPFA Treasury Management Guidance Notes 2018.

- 2.10.2 The Council’s investment priorities will be:

- firstly, the security of capital;
- secondly, the liquidity of its investments;
- thirdly, the optimum return on its investments commensurate with proper levels of security and liquidity; and
- finally, ethical investments.

- 2.10.3 In the current economic climate it is considered appropriate to keep investments short term to cover cash flow needs. However, where appropriate (from an internal as well as external perspective), the Council will also consider the value available in periods up to 12 months with high credit rated financial institutions, as well as wider range fund options.

- 2.10.4 The above guidance from the DLUHC and CIPFA places a high priority on the management of risk. This Authority has adopted a prudent approach to managing risk and defines its risk appetite by the following means: -

- Minimum acceptable credit criteria are applied in order to generate a list of highly creditworthy counterparties. This also enables diversification and thus avoidance of concentration risk. The key ratings used to monitor counterparties are the short term and long-term ratings.
- Other information: ratings will not be the sole determinant of the quality of an institution; it is important to continually assess and monitor the financial sector on both a micro and macro basis and in relation to the economic and political environments in which institutions operate. The assessment will also take account of information that reflects the opinion of the markets. To achieve this consideration the Council will engage with its advisors to maintain a monitor on market pricing such as “credit default swaps” and overlay that information on top of the credit ratings.
- Other information sources used will include the financial press, share price and other such information pertaining to the banking sector in order to establish the most robust scrutiny process on the suitability of potential investment counterparties.

- 2.10.5 This report defines the list of types of investment instruments that the treasury management team are authorised to use. There are two lists in Appendix 4 under the categories of ‘specified’ and ‘non-specified’ investments.

- Specified investments are those with a high level of credit quality and subject to a maturity limit of one year or have less than a year left to run to maturity if originally, they were classified as being non-specified investments solely due to the maturity period exceeding one year.
 - Non-specified investments are those with less high credit quality, may be for periods in excess of one year, and/or are more complex instruments which require greater consideration by Members and officers before being authorised for use.
- 2.10.6 For non-specified investments, the Council has determined that it will limit the maximum total exposure to non-specified investments as being 50% of the total investment portfolio.
- 2.10.7 Lending limits, (amounts and maturity), for each counterparty, will be set through applying the matrix table in paragraph 2.11.3.
- 2.10.8 Transaction limits are set for each type of investment in 2.11.3.
- 2.10.9 The Council has set a limit for the amount of its investments which are invested for longer than 365 days, (see paragraph 2.13.6).
- 2.10.10 Investments will only be placed with counterparties from countries with a specified minimum sovereign rating, (see paragraph 2.12.3) and Appendix 5.
- 2.10.11 The Council has engaged external consultants, (see paragraph 1.10), to provide expert advice on how to optimise an appropriate balance of security, liquidity and yield, given the risk appetite of the Council in the context of the expected level of cash balances and need for liquidity throughout the year.
- 2.10.12 All investments will be denominated in sterling.
- 2.10.13 As a result of the change in accounting standards for 2021/22 under International Financial Reporting Standard (IFRS) 9, consideration will be given to the implications of investment instruments which could result in an adverse movement in the value of the amount invested and resultant charges at the end of the year to the General Fund. (In November 2018, the Government (then the MHCLG) concluded a consultation for a temporary override to allow English Local Authorities time to adjust their portfolio of all pooled investments by announcing a statutory override to delay implementation of IFRS 9 for five years commencing from April 2018, ending March 2023).
- 2.10.14 However, the Council will also pursue value for money in treasury management and will monitor the yield from investment income against appropriate benchmarks for investment performance, (see paragraph 2.14). Regular monitoring of investment performance will be carried out during the year.
- 2.10.15 The risk management criteria are unchanged from last year.

2.11 Creditworthiness policy

2.11.1 Oldham Council utilises the creditworthiness service provided by the Link Group. This service employs a sophisticated modelling approach, utilising credit ratings from the three main credit rating agencies - Fitch, Moody's and Standard and Poor. The credit ratings of counterparties are supplemented with the following overlays:

- credit watches and credit outlooks from credit rating agencies;
- Credit Default Swap (CDS) spreads to give early warning of likely changes in credit ratings;
- sovereign ratings to select counterparties from only the most creditworthy countries.

2.11.2 This modelling approach combines credit ratings, credit watches and credit outlooks in a weighted scoring system which is then combined with an overlay of CDS spreads for which the end product is a series of colour coded bands which indicate the relative creditworthiness of counterparties. These colour codes are used by the Council to determine the duration and maximum investment value for each counterparty.

2.11.3 Institutions are split into colour bandings and the Council will therefore use counterparties within these colours, durational bands and investment limits. Table 13 below shows these limits.

Table 13 - Investment Criteria

Counter Party	Link Colour Band and Long Term Rating where applicable	Maximum Duration	Maximum Principal Invested per Counterparty
Banks	Yellow (Note 1)	5 Years	£10m
Banks	Dark Pink (Note 2)	5 Years	£10m
Banks	Light Pink (Note 3)	5 Years	£10m
Banks	Purple	2 Years	£20m
Banks	Blue (Note 4)	1 Year	£20m
Banks	Orange (Note 5)	1 Year	£15m
Banks	Red	6 months	£10m
Banks	Green	100 days	£10m
Banks	No Colour	Not to be used	Not to be used
Local Authorities/ Public Bodies	Internal Due Diligence	5 Years	£10m
GMCA	Internal Due Diligence (Note 6)	5 Years	£30m
Debt Management Account Deposit Facility (DMADF)	UK Sovereign rating	6 months	£40m
	Fund Rating	Maximum Duration	Maximum Principal Invested per Counterparty
Money Market Fund			
Constant	AAA	Liquid	£20m
Low Volatile	AAA	Liquid	£20m
Variable	AAA	Liquid	£20m

Note 1 – UK Government debt or equivalent

Note 2 – Enhanced money market funds (EMMF) with a credit score of 1.25

Note 3 – Enhanced money market funds (EMMF) with a credit score of 1.5

Note 4 - Blue Institutions – only applies to nationalised or semi nationalised UK Banks, which currently include the RBS Group (Royal Bank of Scotland, NatWest Bank and Ulster Bank).

Note 5 - Includes the Council's banking provider (currently Barclays), if it currently falls into a category below this colour band.

Note 6 – The higher maximum principal is to facilitate joint initiatives and activities related to the devolution agenda.

2.11.4 The Link Group creditworthiness service uses a wider array of information than just primary ratings and by using a risk weighted scoring system, does not give undue preponderance to just one agency's ratings.

2.11.5 Typically the minimum credit ratings criteria the Council uses will be a Short-Term rating (Fitch or equivalents) of F1 and a Long-Term rating of A-. There may be occasions when the counterparty ratings from one rating agency are marginally lower than these ratings but may still be used. In this instance consideration will be given to the whole range of ratings available, or other topical market information, to support their use.

2.11.6 All credit ratings will be monitored on a weekly basis. The Council is alerted to changes to ratings of all three agencies through its use of the Link Group creditworthiness service.

- If a downgrade results in the counterparty / investment scheme no longer meeting the Council's minimum criteria, its further use as a new investment option will be withdrawn or notice given to withdraw immediately.
- In addition to the use of credit ratings the Council will be advised of information in movements in the Credit Default Swap Index against the iTraxx benchmark and other market data on a daily basis via its Passport website, provided exclusively to it by the Link Group. Extreme market movements may result in the downgrading of an institution or its removal from the Council's lending list.

2.11.7 Sole reliance will not be placed on the use of this external service. In addition, the Council will also use market data and market information and information on any external support banks to help support the decision-making process.

Creditworthiness

2.11.8 Significant levels of downgrades to Short and Long-Term credit ratings have not materialised since the crisis in March 2020. In the main, where they did change, any alterations were limited to Outlooks. However, as economies are beginning to reopen, there have been some instances of previous lowering of Outlooks being reversed.

CDS Price

- 2.11.9 Although bank CDS prices (these are market indicators of credit risk), spiked upwards at the end of March / early April 2020 due to the heightened market uncertainty and ensuing liquidity crisis that affected financial markets, they have returned to more average levels since then. However, sentiment can easily shift, so it will remain important to undertake continual monitoring of all aspects of risk and return in the current circumstances. Link monitor CDS prices as part of their creditworthiness service to Local Authorities and the Council has access to this information via its Link-provided Passport portal.

2.12 Country and Sector Limits

- 2.12.1 It is not proposed to restrict the Council's investment policy to only UK banks and Building Societies. In addition to the credit rating criteria set out above consideration will be given to the sovereign rating of the country before any investment is made.
- 2.12.2 The sovereign rating of the UK is currently AA- and may come under more pressure due to COVID-19. The Council will however continue to invest with UK Banks, providing the individual institutions still meet the relevant criteria.
- 2.12.3 The Council has determined that it will only use approved counterparties from the UK and from other countries with a minimum sovereign credit rating of AAA from Fitch (or equivalent). The list of countries that qualify using this credit criteria as at the date of this report are shown in Appendix 5. This list will be amended by officers should ratings change in accordance with this policy, therefore for illustrative purposes the appended list is extended to also show AA-. It is important to note that although able to, the Council has chosen not to invest overseas in recent years.
- 2.12.4 The Council has determined that it will limit the maximum total exposure of treasury management investments to non-specified treasury management investments as being 50% as mentioned in 2.10.6 of the total treasury management investment portfolio.
- 2.12.5 Investment limits in place above will apply to a group of companies and not individual institutions.
- 2.12.6 Sector limits will continuously be monitored to ensure appropriateness.

2.13 Investment Strategy

- 2.13.1 Investments will be made with reference to the core balance and cash flow requirements and the outlook for short-term interest rates (i.e. rates for investments up to 12 months). Greater returns are usually obtainable by investing for longer periods. While most cash balances are required to manage the ups and downs of cash flow, any cash identified that could be invested for longer periods will be carefully assessed.
- If it is thought that bank rate is likely to rise significantly within the time horizon being considered, then consideration will be given to keeping most investments as short term or variable.
 - Conversely, if it is thought that bank rate is likely to fall within that time period, consideration will be given to locking in higher rates currently obtainable, for longer periods.

- 2.13.2 The Council currently has seven investment totalling £29m which span the financial year as shown in Table 14.

Table 14 - The Investment maturing in 2022/23

Counterparty	Amount £	Maturity Date	Rate
Close Brothers	5,000,000	25/05/22	0.40%
Santander	5,000,000	23/05/22	0.38%
Close Brothers	5,000,000	29/06/22	0.40%
Nationwide	5,000,000	04/07/22	0.15%
UK Treasury Bills	2,000,000	19/04/22	0.18%
UK Treasury Bills	2,000,000	19/04/22	0.18%
Goldman Sachs	5,000,000	01/08/22	0.81%
Total	£29,000,000		

- 2.13.3 The current forecast shown in paragraph 2.5.1, includes an increase of the Bank Rate in February 2022 There are expected to be further changes during 2022.

- 2.13.4 The suggested budgeted investment earnings rates for returns on investments placed for periods up to 100 days during each financial year are as follows (the long-term forecast is for periods over 10 years in the future):

- 2022/23 0.50%
- 2023/24 0.75%
- 2024/25 1.00%
- 2025/26 1.25%
- Longer term later years 2.00%

- 2.13.5 For its cash flow generated balances, the Council will seek to utilise its business reserve instant access and notice accounts, money market funds and short-dated deposits, (overnight to 100 days), in order to benefit from the compounding of interest.

Investment Treasury Indicator and Limit

- 2.13.6 This indicator considers total principal funds invested for greater than 365 days. These limits have regard to the Council's liquidity requirements and reduce the need for the early redemption of investments and are based on the availability of funds after each year end.

Table 15 – Maximum principal sum invested greater than 365 days

Upper Limit for principal sums invested for longer than 365 days	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate
Principal sums invested for longer than 365 days	£50m	£50m	£50m	£50m
Current investments as at February 2022 in excess of 1 year	£15m	£15m	£15m	£15m

2.14 Investment Risk Benchmarking

- 2.14.1 These benchmarks provide simple guides to maximum risk, and may be breached from time to time, depending on movements in interest rates and counterparty criteria. These benchmarks provide officers with a baseline against which current and trend positions can be monitored. It may be necessary to amend the operational strategy to manage risk as conditions change. Any breach of the benchmarks will be reported, with supporting reasons in the mid-year or Annual Report to Members.

Liquidity – in respect of this area the Council seeks to maintain:

- A Bank overdraft facility of £0.100m;
- Liquid short term deposits of at least £10m available with a week's notice.

- 2.14.2 Yield - local measures of yield benchmarks have been changed for 2022/23 to refer to SONIA rather than LIBOR (see paragraph 2.15.7) are:

- Investments – internal returns above the 7 day SONIA (Sterling Overnight Index Average) rate multiplied by 5%
- Investments – internal returns above the 1 month SONIA rate multiplied by 5%
- Investments – internal returns above the 3 month SONIA rate multiplied by 5%
- Investments – internal returns above the 6 month SONIA rate multiplied by 5%
- Investments – internal returns above the 12 month SONIA rate multiplied by 5%

2.15 Other Treasury Management Issues

Brexit

- 2.15.1 The Council is mindful of the UK's exit from the EU and will continue to ensure that treasury activity is managed to minimise any risk to the Council.

International Financial Reporting Standard (IFRS) 16 – Leases

- 2.15.2 IFRS 16 is a new standard for lease accounting which came into force in January 2019. The changes apply to the accounting arrangements for lease agreements that organisations take out property, plant and equipment (PPE). It had previously been reported that the standard for the public sector would commence from 1 April 2020 and then subsequently April 2021, however this implementation date has been put back a further year and will be implemented in 2022/23. This will require implementation from 1 April 2022 to allow prior year comparison. Previously, leases were split into finance leases and operating leases however, from 1 April 2022 they will now be accounted for as finance leases. Under the current regime, operating leases were not included in Balance Sheets as assets and expenditure were charged to the Comprehensive Income and Expenditure Statement in the Council's accounts. Under IFRS 16 all leases must now be accounted for on the Balance Sheet. Work is currently on-going to assess the full impact, but an estimate has been included in the Council's CFR so that the Council's prudential indicators are not adversely affect by the implementation of IFRS 16.

Environmental, Social & Governance (ESG) Considerations

- 2.15.3 Environmental, Social & Governance (ESG) considerations are becoming an increasing important topic within the investment community. While around two thirds of Councils have declared a "climate emergency" to date, this has not translated into the incorporation of something more formal within their treasury-related investment strategy. The recent

changes to the CIPFA Treasury Management Code 2021 sees ESG incorporated into Treasury Management Practice (TMP) 1, with the inclusion of the wording, ‘this will set out the organisation’s policy and practices relating to environmental, social and governance (ESG) investment considerations.’

- 2.15.4 The Council with advice from its treasury advisor, is looking into the impact of including ESG in TMP 1 and must ensure that there is a clear understanding of what “environmental, social and governance (ESG)” investment considerations actually mean, understanding the ESG “risks” that the Council is exposed to and evaluating how well the Council can manage these risks. Members must be note that ESG is **not** the same as Socially Responsible Investing and **not** the same as Sustainable Investing (investing in products / companies based on expected sustainable and beneficial societal impact, alongside a financial return).
- 2.15.5 All rating agencies are now exploring how they incorporate ESG risks alongside more traditional financial risk metrics when assessing counterparty ratings. The Council will assess the outcome of this work by the Credit Agencies and continue to review the options and will update Members. As no further information is available, it is not practicable to include ESG into the Treasury Management Strategy for 2022/23 at the current time.

London Inter-Bank Offered Rate (LIBOR) Transition

- 2.15.6 The publication of official LIBOR figures (and related London Inter-Bank Bid Rate (LIBID) calculations) will cease at the close of 2021. The Council’s Treasury Management Strategy 2022/23 has been updated to SONIA (Sterling Overnight Index Average), which is the risk-free rate for sterling markets administered by the Bank of England.
- 2.15.7 SONIA is based on actual transactions and reflects the average of the interest rates that banks pay to borrow sterling overnight from other financial institutions and other institutional investors. SONIA is the Working Group on Sterling Risk Free Reference Rates’ preferred benchmark for the transition to sterling risk-free rates from LIBOR.
- 2.15.8 To support the Risk-Free Rate transition in sterling markets the Bank of England began publishing the SONIA Compounded Index from 3 August 2020. This simplifies the calculation of compounded interest rates and in doing so provides a standardised basis through its publication as an official source. The Council will continue to monitor the move from LIBOR to SONIA on its investments and long-term borrowing linked to LIBOR and any issues will be reported to Members.

3 Options/Alternatives

- 3.1 In order to comply with the CIPFA Code of Practice on Treasury Management, Cabinet has no option other than to consider and approve the content of the report. Therefore, no options/alternatives have been presented.

4 Preferred Option

- 4.1 The preferred option is that the contents of this report are approved by Cabinet and commended to Council.

5 Consultation

- 5.1 There has been consultation with The Link Group, the Council’s Treasury Management Advisors. The consideration of the Treasury Management Strategy for 2022/23 by the Audit Committee on 17 January 2022 (the body charged with scrutinising Treasury Management activity) and the Policy Overview and Scrutiny Committee on 27 January 2022 are key

strands in the consultation process. Members of both Committees scrutinised the content of the reports. They asked questions in relation to the content of the report and were satisfied with the responses received. Both the Audit Committee and the Policy Overview and Scrutiny Committee were content to commend the report to Cabinet and Council.

6 Financial Implications

6.1 Financial Implications are detailed within the report.

7 Legal Services Comments

7.1 There are no legal implications.

8 Co-operative Agenda

8.1 The Treasury Management strategy embraces the Council's cooperative agenda. The Council will develop its investment framework to ensure it complements the co-operative ethos of the Council.

9 Human Resources Comments

9.1 There are no Human Resource Implications.

10 Risk Assessments

10.1 There are considerable risks to the security of the Authority's resources if appropriate Treasury Management strategies and policies are not adopted and followed. The Council has established good practice in relation to Treasury Management which has previously been acknowledged in the Internal and External Auditors' reports presented to the Audit Committee. An issue dependent upon market developments which may need to be considered in the future is refinancing some of the long-term loans. This can be mitigated by effective monitoring of the market.

11 IT Implications

11.1 There are no IT Implications.

12 Property Implications

12.1 There are no Property Implications.

13 Procurement Implications

13.1 There are no Procurement Implications.

14 Environmental and Health & Safety Implications

14.1 There are no Environmental and Health & Safety Implications.

15 Equality, community cohesion and crime implications

15.1 There are no Equality, community cohesion and crime implications.

16 Equality Impact Assessment Completed?

16.1 No

17 Key Decision

17.1 Yes

18 Key Decision Reference

18.1 FLC-12-21

19 Background Papers

19.1 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 provided in Appendices 1 - 8
Officer Name:	Lee Walsh / Talei Whitmore
Contact No:	0161 770 6608 / 4924

20 Appendices

Appendix 1	Minimum Revenue Provision (MRP) Policy Statement
Appendix 2	Prudential and Treasury Indicators 2022/23 – 2023/24
Appendix 3	Economic Background
Appendix 4	Treasury Management Practice (TMP1) – Credit and Counterparty Risk Management
Appendix 5	Approved Countries for Investments
Appendix 6	Treasury Management Scheme of Delegation
Appendix 7	Treasury Management Role of the Statutory Chief Finance Officer (Director of Finance)

Appendix 1 – Minimum Revenue Provision (MRP) Policy Statement

1.1 General Principles and Practices

- 1.1.1 Local Authorities are required to set aside ‘prudent’ provision for debt repayment where they have used borrowing or credit arrangements to finance capital expenditure. Department of Levelling Up, Housing and Communities (formerly the Ministry for Housing, Communities and Local Government (MHCLG) regulations require the full MRP Statement to be decided upon at least annually and reported to the Council Meeting. The Council has to ensure that the chosen options are prudent.

1.2 Link to Asset Life/Economic Benefit

- 1.2.1 Where capital expenditure on an asset is financed wholly or partly by borrowing or credit arrangements, MRP will normally be determined by reference to asset life, economic benefit or MHCLG/DLUHC Guidance.
- 1.2.2 To the extent that expenditure cannot be linked to the creation/enhancement of an asset and is of a type that is subject to estimated life periods that are referred to in the DLUHC/MHCLG guidance (paragraph 24), these periods will generally be adopted by the Council.
- 1.2.3 Where certain types of capital expenditure incurred by the Council are not capable of being related to an individual asset, asset lives will be assessed on a basis which most reasonably reflects the anticipated period of benefit that arises from the expenditure.
- 1.2.4 Whatever type of expenditure is involved, it will be grouped together in a manner which reflects the nature of the main component of expenditure and will only be divided up in cases where there are two or more major components with substantially different useful economic lives.

1.3 Methods for Calculating MRP

- 1.3.1 Any of the methods for calculating MRP that are set out below may be used. MRP will commence in the financial year after the completion of assets rather than when expenditure is incurred. All methods, with the exception of the approach taken to Previously Supported General Fund Borrowing are based on Asset Life/Economic Benefit. These methods include but are not limited to:

The Annuity Method

- 1.3.2 This calculation seeks to ensure the revenue account bears an equal annual charge (for principal and interest) over the life of the asset by taking account of the time value of money. Since MRP relates only to ‘principal’, the amount of provision made annually gradually increases during the life of the asset. The interest rate used in annuity calculations will be referenced to either prevailing or average PWLB rates.

Equal Instalments of Principal

- 1.3.3 MRP is an equal annual charge calculated by dividing the original amount of borrowing by the useful life of the asset.

Previously Supported General Fund Borrowing

- 1.3.4 General Fund Borrowing that was previously supported through the Revenue Support Grant (RSG) system will be provided for in equal annual instalments over a 50 year period

commencing 1 April 2016. As at 1 April 2016, the value of this borrowing equalled £134,376,866 and results in an equal annual minimum revenue provision of £2,742,385; the final instalment of which will be provided for by no later than 31 March 2066. In the event of:

- transfers of Capital Financing Requirement between the General Fund element and Housing element;
- additional voluntary revenue provision being made

the annual MRP charge will be adjusted to ensure that full provision will continue to be made by no later than 31 March 2066.

Bespoke Repayment Profiles:

- 1.3.5 With regard to credit arrangements that are implicit in Finance Lease or PFI arrangements, any 'debt' repayment element (notional or otherwise) included in charges associated with these arrangements will be classified as MRP.

1.4 Voluntary Revenue Provision

- 1.4.1 The Council has the option of making additional Voluntary Revenue Provision (VRP) in addition to MRP. The Council may treat VRP as 'up-front' provision (having a similar impact to the early repayment of debt) and thus recalculate future MRP charges accordingly. Where the Council has made additional VRP's for debt repayment in previous years, in year MRP charges may be adjusted to reflect this provided it does not result in a negative MRP charge. To the extent charges are adjusted, current and future year's charges will be recalculated to ensure the Council continues to make prudent provision for debt repayment in relation to historic capital expenditure. The Council may in some circumstances apply VRP to relatively short-life assets/expenditure in order to facilitate a reduction in the future base revenue budget needed to fund capital financing costs.

1.5 Local Exceptions to the Guidance

- 1.5.1 The Council reserves the right to determine useful life periods and prudent MRP in certain circumstances or where the recommendations of the DLUHC/ MHCLG guidance are not appropriate to local circumstances. Examples include:

Assets Under Construction

- 1.5.2 No MRP charge will be made until the financial year after that in which an item of capital expenditure is fully incurred and, in the case of a new asset, comes into service use.

Local Authority Mortgage Scheme (LAMS)

- 1.5.3 The Council operated a Local Authority Mortgage Scheme (LAMS) using the cash backed option. The mortgage lenders require a five-year deposit from the Local Authority to match the five-year life of the indemnity. The deposit placed with the mortgage lender provides an integral part of the mortgage lending and is treated as capital expenditure and a loan to a third party. The CFR will increase by the amount of the total indemnity. The cash advance is due to be returned in full at maturity, with interest paid annually. Once the cash advance matures and funds are returned to the Local Authority, the returned funds are classed as a capital receipt, which will be applied to reduce the CFR. As this is a temporary (five years) arrangement and the funds will be returned in full, there is no need to set aside MRP to repay the debt liability in the interim period. All previous LAMS schemes are now

completed, with the deposits repaid in full. However, the option is still available should the Council see it as a corporate priority.

Loans to Third Parties

- 1.5.4 The Council has considered the Statutory Guidance, which recommends a 25 year repayment charge for loans to third parties and concluded that provision is not necessary. The Council considers an MRP charge is not necessary in respect of any loans made to third parties as the debt liability is covered by the existence of a debtor and the associated obligation to make repayments. Any loans given are subject to substantial due diligence process by both internal officers and were appropriate external advisors.
- 1.6 HRA Capital Financing Requirement (CFR)
 - 1.6.1 MRP will equal the amount determined in accordance with the former regulations 28 and 29 of the 2003 Regulations (SI 2003/3146) as if they had not been revoked. This approach is consistent with paragraph 7 of the DLUHC/MHCLG Guidance on MRP.
 - 1.6.2 The basic MRP charge relating to the HRA CFR is therefore nil. However, the Council may make 'Voluntary Revenue Provision' provided such an approach is prudent and appropriate in the context of financing the HRA capital programme and is consistent with the delivery of the HRA Business Plan.

Appendix 2 Prudential and Treasury Indicators 2022/23 – 2023/24

The Council's capital expenditure plans are the key driver of treasury management activity. The output of the capital expenditure plans is reflected in the prudential indicators, which are designed to assist Members' overview and confirm capital expenditure plans.

Capital expenditure

Capital Expenditure / Portfolio	2020/21 Actual £'000	2021/22 Estimate £'000	2022/23 Estimate £'000	2023/24 Estimate £'000	2024/25 Estimate £'000
Corporate Services *	13,066	2,265	4,000	69	138
Children's Services	11,176	15,403	5,425	8,816	3,000
Communities & Reform	57	36	908	250	0
Community Health & Adult Social Care	2,433	2,017	2,547	2,543	2,543
People & Place	38,358	29,437	81,465	65,038	49,722
Funds for Emerging Priorities		1,115	2,520	2,050	836
General Fund Services	65,090	50,273	96,865	78,766	56,239
Housing Revenue Account (HRA)	4,397	785	3,383	8,227	8,014
HRA	4,397	785	3,383	8,227	8,014
Commercial Activities / Non-Financial Investments **	3,740	1,500	0	0	0
Commercial Activities / Non-Financial Investments	3,740	1,500	0	0	0
Total	73,227	52,558	100,248	86,993	64,253

* Excludes any commercial activities which were included in the Corporate Services capital programme.

** Relate to areas such as capital expenditure on investment properties, loans to third parties, purchase of equity shares etc.

Members are asked to consider the following indicators:

Affordability prudential indicators

The table above presents the overall capital and control of borrowing prudential indicators, but within this framework prudential indicators are required to assess the affordability of the capital investment plans. These provide an indication of the impact of the capital investment plans on the Council's overall finances.

Ratio of financing costs to net revenue stream

This indicator identifies the trend in the cost of capital, (borrowing and other long-term obligation costs net of investment income), against the net revenue stream.

	2020/21 Actual £'000	2021/22 Estimate £'000	2022/23 Estimate £'000	2023/24 Estimate £'000	2024/25 Estimate £'000
General Fund excluding DSG*	12.39%	11.68%	12.06%	12.92%	13.63%

*Dedicated Schools Grant

The estimates of financing costs include current commitments and the proposals in the budget report.

Maturity structure of borrowing

Maturity structure of borrowing. These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing and are required for upper and lower limits.

Members are asked to consider the following treasury indicators and limits:

Maturity Structure of fixed interest rate debt 2022/23	Lower Limit	Upper Limit
Under 12 months	0.00%	40.00%
12 months and within 24 months	0.00%	40.00%
24 months and within 5 years	0.00%	40.00%
5 years and within 10 years	0.00%	40.00%
10 years to 20 years	0.00%	50.00%
20 years to 30 years	0.00%	50.00%
30 years to 40 years	0.00%	50.00%
40 years to 50 years	0.00%	50.00%
50 years to 60 years	0.00%	50.00%

Control of interest rate exposure

Members are advised that indicators for interest rate exposure are no longer a requirement under the new Treasury Management Code. However, as interest rate exposure risk is an important issue, officers will continue to monitor the balance between fixed and variable interest rates for borrowing and investments. This will aim to ensure the Council is not exposed to adverse fluctuations in fixed or variable rate interest rate movements.

This is likely to reflect higher fixed interest rate borrowing if the borrowing need is high or fixed interest rates are likely to increase, or a higher variable rate exposure if fixed interest rates are expected to fall. Conversely if shorter term interest rates are likely to fall, investments may be fixed earlier, or kept shorter if short term investments are expected to rise.

The balance between variable rate debt and variable rate investments will be monitored as part of the overall treasury function in the context of the overall financial instruments structure and any under or over borrowing positions.

Appendix 3: Economic Background

Set out below is a more detailed analysis of the Economic Background used to support the preparation of the 2022/23 Treasury Management Strategy Statement.

Monetary Policy Committee (MPC) Meeting 16 December 2021

- The Monetary Policy Committee (MPC) voted 8-1 to raise Bank Rate by 0.15% from 0.10% to 0.25% and unanimously decided to make no changes to its programme of quantitative easing purchases due to finish in December 2021 at a total of £895bn.
- The MPC disappointed financial markets by not raising Bank Rate at its November 2021 meeting. Until the Omicron variant, most forecasters, viewed a Bank Rate increase as being near certain at this meeting due to the way that inflationary pressures had comprehensively building in both producer and consumer prices, and in wage rates. However, at the November meeting, the MPC decided it wanted to have assurance that the labour market would get over the end of the furlough scheme on 30 September 2021 without unemployment increasing sharply. Their decision was, therefore, to wait until statistics were available to show how the economy had fared and to not increase the Bank Rate.
- On 10 December 2021, analysts learnt of the disappointing 0.1% month on month rise in GDP in October which suggested that economic growth had already slowed even before the Omicron variant was discovered in late November 2021. Evidence suggests growth in November 2021 might have been marginally better. Nonetheless, at such low rates of growth, the Government's "Plan B" COVID-19 restrictions could cause the economy to contract in December 2021 (this will be confirmed when the detail is released).
- On 14 December 2021, the labour market statistics for the three months to October and the single month of October were released. The fallout after the furlough scheme was smaller and shorter than the Bank of England had feared. The single-month data were more informative and showed that Labour Force Survey (LFS) employment fell by 240,000, unemployment increased by 75,000 and the unemployment rate rose from 3.9% in September 2021 to 4.2%. However, the weekly data suggested this didn't last long as unemployment was falling again by the end of October 2021. What's more, the 49,700 fall in the claimant count and the 257,000 rise in the PAYE measure of company payrolls suggests that the labour market strengthened again in November 2021. However, there was a further rise in the number of vacancies from 1.182m to a record 1.219m in the three months to November 2021 which suggests that the supply of labour is struggling to keep up with demand, although the single-month figure for November 2021 fell for the first time since February 2021, from 1.307m to 1.227m.
- These figures by themselves, would probably have been enough to give the MPC the assurance that it could press ahead to raise Bank Rate at the December 2021 meeting. However, the advent of Omicron variant, potentially caused uncertainty, as it could pose a major headwind to the economy which, of itself, will help to cool the economy. Based on this evidence, the financial markets, therefore, expected no change in Bank Rate.
- On 15 December 2021, the Consumer Price Index (CPI) inflation figure for November 2021 was released, which spiked up further from 4.2% to 5.1%, confirming again how inflationary pressures have been building sharply. However, the Omicron variant, also caused a sharp fall in world oil and other commodity prices; (gas and electricity inflation has generally accounted on average for about 60% of the increase in inflation in advanced western economies). On 19 January 2022, the figure for December 2021 was released which again showed a spike upwards with an increase of 0.3% to 5.4%.
- Other elements of inflation are also transitory e.g., prices of goods being forced up by supply shortages, and shortages of shipping containers due to ports being clogged have caused huge increases in shipping costs. But these issues are likely to clear during 2022, and then prices will subside back to more normal levels. Gas prices and electricity prices will also fall back once winter is passed and demand for these falls away.

- Although it is possible that the Government could step in with some fiscal support for the economy, the huge cost of such support to date is likely to pose a barrier to incurring further major economy wide expenditure unless it is very limited and targeted on narrow sectors like hospitality, (as announced in late December 2021). The Government may well, therefore, effectively leave it to the MPC, and to monetary policy, to support economic growth but at a time when the threat posed by rising inflation is near to peaking.
- Against these adverse set of factors, the MPC had to decide on Bank Rate. For the second month in a row, the MPC surprised financial markets, this time with an unexpected increase in Bank Rate from 0.10% to 0.25%. What's more, the hawkish tone of comments indicated that the MPC was now concerned that inflationary pressures were building and needed concerted action by the MPC to counter. This indicated more increases to come with financial markets predicting 1% by the end of 2022. The 8-1 vote to raise the rate showed that there was firm agreement that inflation now posed a threat, especially after the CPI figure hit a 10-year high at the end of December 2021. The MPC commented that "there has been significant upside news" and that "there were some signs of greater persistence in domestic costs and price pressures".
- The MPC, did comment that "the Omicron variant is likely to weigh on near-term activity". But it stressed that at the November 2021 meeting it had said it would raise rates if the economy evolved as it expected and that now "these conditions had been met". It also appeared more worried about the possible boost to inflation from Omicron itself. It said that "the current position of the global and UK economies was materially different compared with prior to the onset of the pandemic, including elevated levels of consumer price inflation". It also noted the possibility that renewed social distancing would boost demand for goods again, (as demand for services would fall), meaning "global price pressures might persist for longer".
- On top of that, at the meeting there were no references to inflation being expected to be below the 2% target in two years' time, which at November's meeting the MPC referenced, to suggest the markets had gone too far in expecting interest rates to rise to over 1.00% by the end of the year.
- These comments indicated that there has been a material reappraisal by the MPC of the inflationary pressures since their last meeting and the Bank also increased its forecast for inflation to peak at 6% April 2022, rather than at 5% as of the November meeting. However, as the Bank retained its guidance that only a "modest tightening" in policy would be required, it seemed that it only considered a limited increase interest rates might be required. A typical policy tightening cycle has usually involved rates rising by 0.25% four times in a year. "Modest" seemed slower than that. As such, the Bank maybe have been contemplating raising interest rates two- or three-times in 2022 to 0.75% or 1.00%.
- In as much as a considerable part of the inflationary pressures are indeed transitory, and will naturally subside, and since economic growth is likely to be weak over the next few months, this would appear to indicate a comparatively short tightening cycle.
- As for the timing of the next increase in Bank Rate, the MPC was not precise, however, once 0.50% is reached, the Bank would act to start shrinking its stock of QE, (gilts purchased by the Bank would not be replaced when they mature).

Monetary Policy Committee (MPC) Meeting 3 February 2022

- The Monetary Policy Committee (MPC) voted 5-4 to raise Bank Rate by 0.25% from 0.25% to 0.50% and the Committee also voted unanimously for the BoE to begin to reduce the stock of UK Government Bond purchases by ceasing to reinvest maturing assets. Most economists forecast rates will rise to 1.25% by the end of 2022, compared to the rise to 0.75% expected after the December 2021 meeting and are estimating that rates will rise above 1.25% in 2023. This is despite the Chancellor's recent support package, which has not changed the outlook on inflation.
- Following the meeting the BoE appears more hawkish in three ways. Firstly, the vote was 5-4 and four members in the minority wanted to raise rates to 0.75%. Secondly, not only

has the BoE decided to start unwinding QE in line with its previous guidance, but it has stated it will sell its £20bn holdings of corporate bonds. This is a quicker rundown of the balance sheet than many expected. Thirdly, the MPC revised up its CPI inflation forecast so that it peaks at 7.25% in April and is further above the 2.0% target for all of 2022 and 2023.

- The BoE also revised down its GDP growth forecasts for 2022 (from 3.75% to 3.25%) and based on the market expectations that rates will rise to 1.5% by mid-2023, it forecast that CPI inflation will be just 1.6% in three years' time. This indicates that the BoE does not think rates need to rise to 1.5%. The MPC stated that the risks to the inflation outlook are "two-sided" and it did not upgrade its comment from the December 2021 meeting, that further tightening will be "modest".
- The 54% rise in Ofgem's utility price cap and the Chancellor's rebates to households, both announced on 3 February 2022 appear to have little impact on the current forecasts. Indeed, the net result is that now many commentators think CPI inflation will rise from 5.4% in December to around 6% in February and March 2022 to a peak of 7.25% in April 2022 and be only marginally lower in 2023. This will not ease the BOE's concerns that high inflation is feeding into price and wage decisions.
- Overall, it appears that the Bank is stepping up its fight to defend its inflation target. This battle will probably last throughout 2022 with interest rates rising to 1.25% rather than the 0.75% that most economists had been expecting and it may even require rates rising above 1.25% in 2023.

The MPC's forward guidance on its intended monetary policy on raising Bank Rate versus selling (quantitative easing) holdings of bonds is as follows: -

1. Raising Bank Rate as "the active instrument in most circumstances".
2. Raising Bank Rate to 0.50% before starting on reducing its holdings.
3. Once Bank Rate is at 0.50% it would stop reinvesting maturing gilts.
4. Once Bank Rate had risen to at least 1%, it would start selling its holdings.

A Summary overview of the future path of the Bank Rate

- In December 2021, the Bank of England became the first major western central bank to put interest rates up in this upswing in the current business cycle in western economies as recovery progresses from the Covid recession of 2020.
- The December 2021 MPC meeting was more concerned with combating inflation over the medium term than supporting economic growth in the short term.
- Bank Rate increases during 2022 are difficult to forecast as inflation may drop sharply in the second half of 2022.
- However, the MPC will want to normalise Bank Rate over the next three years so that it has its main monetary policy tool ready to use in time for the next downturn; all rates under 2% are providing stimulus to economic growth.
- COVID remains a major potential downside threat as it remains highly likely that there could be further variants.
- How quickly can science come up with a variant proof vaccine, or other treatment, and for them to be widely administered around the world?
- Purchases of gilts under QE ended in December 2021.
- At the MPC meeting on 3 February 2022, the MPC raised the bank rate to 0.50%.
- The Committee updated its central projections and based on a market-implied path for the Bank Rate it forecast it could rise to around 1.5% by the middle of 2023.
- At the meeting in February 2022, the MPC revised its inflation forecast and it is now expected to peak at 7.25% in April 2022 rather than 6%.
- The Committee also voted unanimously for the BoE to begin to reduce the stock of UK Government Bond purchases by ceasing to reinvest maturing assets.

- The Council's Treasury Advisors, the Link Group, has factored in further three bank rate rises by the end of 2022. This would result in a rate of 1.25% by the end of 2022, potentially increasing to 1.5% in 2023, however, the actual timing is difficult to predict

COVID-19 vaccines.

The distribution of Covid-19 vaccines during 2021, raised high hopes that life in the UK would be able to largely return to normal in the second half of the year. However, the Omicron variant at the end of November 2021, rendered the initial two doses of all vaccines largely ineffective in preventing infection. This has therefore, reduced hope and raises the threat again that a fourth wave of the virus could overwhelm hospitals in early 2022. What is known, is that this variant is very fast spreading with the potential for total case numbers to double every two to three days, although it seems that it does not cause so much severe illness as previous variants. Rather than go for full lockdowns which heavily damage the economy, the Government's current strategy, is focusing on getting as many people as possible to have a third (booster) vaccination after three months from the previous last injection. The booster has been shown to restore a high percentage of immunity to the Omicron variant to those who have had two vaccinations. Although infection rates are still high, at the end of January 2022, the Government lifted most restrictions on activities.

With the household saving rate having been exceptionally high since the first lockdown in March 2020, there is plenty of pent-up demand and purchasing power stored up for services in sectors like restaurants, travel, tourism and hotels which had been hit hard during 2021. These could be hit hard again by either, or both, any further introduction of Government restrictions and/or consumer reluctance to leave home. The increases to the cost of living could also have an impact. Growth will also be lower due to people being ill and not working, similar to the pingdemic in July 2021. The economy, therefore, faces significant headwinds, although some sectors have learned how to cope well with COVID pandemic. The big question still remains as to whether any further variants of this virus could develop which render all current vaccines ineffective, as opposed to how quickly vaccines can be modified to deal with them and enhanced testing programmes be implemented to contain their spread until tweaked vaccines become widely available.

US.

- Shortages of goods and intermediate goods like semi-conductors, are fuelling increases in prices and reducing economic growth potential. In November 2021, CPI inflation hit a near 40-year record level of 6.8% but with energy prices then falling sharply, this is probably the peak. The biggest problem for the Fed is the mounting evidence of a strong pick-up in cyclical price pressures e.g., in rent which has hit a decade high.
- Shortages of labour have also been driving up wage rates sharply; this also poses a considerable threat to feeding back into producer prices and then into consumer prices inflation. It now also appears that there has been a sustained drop in the labour force which suggests the pandemic has had a longer-term scarring effect in reducing potential GDP. Economic growth may therefore be reduced to between 2% and 3% in 2022 and 2023 while core inflation is likely to remain elevated at around 3% in both years instead of declining back to the Fed's 2% central target.
- Inflation hitting 6.8% and the feed through into second round effects, meant that at the Fed's meeting of 15 December 2021, it took aggressive action against inflation. Accordingly, the rate of tapering of monthly \$120bn QE purchases announced at its 3 November 2021 meeting was doubled so that all purchases would now finish in February 2022. In addition, Fed officials had started discussions on running down the stock of QE held by the Fed. Fed officials also expected three rate rises in 2022 of 0.25% from near zero currently, followed by three in 2023 and two in 2024, taking rates back above 2% to a neutral level for monetary policy. The first increase could come as soon as March 2022 as the chairman of the Fed

stated his view that the economy had made rapid progress to achieving the other goal of the Fed, “maximum employment”. The Fed forecast that inflation would fall from an average of 5.3% in 2021 to 2.6% in 2023, still above its target of 2% and both figures significantly up from previous forecasts. What was also significant was that in December 2021, the Fed dropped its description of the current level of inflation as being “transitory” and instead referred to “elevated levels” of inflation. The statement also dropped most of the language around the flexible average inflation target, with inflation now described as having exceeded 2 percent “for some time”. It did not see the Omicron variant as being a major impediment to the need to take action now to curtail the level of inflationary pressures that have built up, although Fed officials did note that it has the potential to exacerbate supply chain problems and add to price pressures.

European Union (EU).

- The slow roll out of vaccines initially delayed economic recovery in early 2021 but the vaccination rate then picked up sharply. After a contraction of -0.3% in Quarter 1, Quarter 2 came in with strong growth of 2%. With Quarter 3 at 2.2%, the EU recovery was then within 0.5% of its pre Covid size. However, the arrival of the Omicron variant, is now a major headwind to growth in quarter 4 for 2021 and the expected downturn into weak growth could well turn negative.
- November 2021 inflation figures breakdown shows that the increase in price pressures is not simply due to high energy costs and global demand-supply imbalances for durable goods as services inflation also rose. Headline inflation reached 4.9% in November 2021, with over half of that due to energy. However, oil and gas prices are expected to fall after the winter and so energy inflation is expected to plummet in 2022. Core goods inflation rose to 2.4% in November 2021, its second highest ever level, and is likely to remain high for some time as it will take time for the inflationary impact of global imbalances in the demand and supply of durable goods to disappear. Price pressures also increased in the services sector, but wage growth remains subdued and there are no signs of a trend of faster wage growth which might lead to persistently higher services inflation, which would be a concern for the ECB. The upshot is that the Euro-Zone is set for a prolonged period of inflation being above the ECB’s target of 2% and it is likely to average 3% in 2022, in line with the ECB’s latest projection.
- ECB tapering. The ECB has joined with the Fed by also announcing at its meeting on 16 December 2021, that it will be reducing its QE purchases by half from October 2022, i.e., it will still be providing significant stimulus via QE purchases for over half of 2022. However, as inflation will fall back sharply during 2022, it is likely that it will leave its central rate below zero, (currently -0.50%), over the next two years. The main struggle that the ECB has had in recent years is that inflation has been persistently weak in sticking below the ECB’s target rate despite all its major programmes of monetary easing by cutting rates into negative territory and providing QE support.
- The ECB will now also need to consider the impact of the Omicron variant on the economy, and it stated at its December 2021 meeting that it is prepared to provide further QE support if the pandemic causes bond yield spreads of peripheral countries, (compared to the yields of northern EU countries), to rise. However, that is the only reason it will support peripheral yields, so this support is limited in its scope.
- The EU has entered into a period of political uncertainty where a new German Government formed of a coalition of three parties with Olaf Scholz replacing Angela Merkel as Chancellor in December 2021. This change will require a period of time to adjust to the new working relationship both within Germany and the EU. In France there is the Presidential Election in April 2022 followed by the Legislative Election in June 2022. During 2022, there will be a gradual running down of ECB support for the bonds of weaker countries within the EU. These political uncertainties could have repercussions on economies and on Brexit issues.

China.

- After a concerted effort to get on top of the virus outbreak in Quarter 1 2020, economic recovery was strong in the rest of 2020. This enabled China to recover all the initial contraction. During 2020, policy makers both quashed the virus and implemented a programme of monetary and fiscal support that was particularly effective at stimulating short-term growth. At the same time, China's economy benefited from the shift towards online spending by consumers in developed markets. These factors helped to explain its comparative outperformance compared to western economies during 2020 and earlier in 2021.
- However, the pace of economic growth fell back in 2021 after an initial surge of recovery from the pandemic and looks likely to be particularly weak in 2022. China has been struggling to contain the spread of the Delta variant through using sharp local lockdowns, which depress economic growth. Chinese consumers are also very wary about leaving home and therefore, spending on services. However, with the Omicron variant having spread to China, and being much more easily transmissible, this strategy of sharp local lockdowns to stop the virus may not prove as successful in future. In addition, the current pace of providing boosters at 100 million per month will leave much of the 1.4 billion population exposed to the Omicron variant, and any further variants, for a considerable time. The People's Bank of China made a start in December 2021 on cutting its key interest rate marginally to stimulate economic growth. However, after credit has already expanded by around 25% in the last two years, it will probably leave the policy making for supporting growth to fiscal stimulus by Central and Local Government.
- Supply shortages, especially of coal for power generation, were causing widespread power cuts to industry during the second half of 2021 and so a sharp disruptive impact on some sectors of the economy. In addition, recent regulatory actions motivated by a political agenda to channel activities into officially approved directions, are also likely to reduce the dynamism and long-term growth of the Chinese economy.

Japan.

The year 2021 was been an irregular year in combating COVID. However, recent business surveys indicate that the economy rebounded rapidly in 2021 as the majority of the population is double vaccinated and new virus cases have reduced. The Bank of Japan is continuing its loose monetary policy but with little prospect of getting inflation back above 1% towards its target of 2% and inflation was negative in July 2021. New Prime Minister Kishida having won the November 2021 General Election brought in a supplementary budget to boost growth, but it is unlikely to have a significant effect.

World Growth.

World growth was in recession in 2020 but recovered during 2021 until starting to lose momentum in the second half of the year, though overall growth for the year 2021 is expected to be about 6% and is forecast to be around 4-5% in 2022. Inflation has been rising due to increases in gas and electricity prices, shipping costs and supply shortages, although these should subside during 2022. While headline inflation will fall sharply, core inflation will probably not fall as quickly as central bankers would hope. It is likely that we are heading into a period where there will be a reversal of world globalisation and a decoupling of western countries from dependence on China to supply products, and vice versa. This is likely to reduce world growth rates from those in prior decades.

Supply Shortages.

The pandemic and extreme weather events, followed by a major surge in demand after lockdowns ended, have been highly disruptive of extended worldwide supply chains. Major queues of ships unable to unload their goods at ports in New York, California and China built up rapidly during quarters 2 and 3 of 2021 but then halved during quarter 4. Such issues have led to a misdistribution of shipping containers around the world and have contributed to a huge increase in the cost of shipping. Combined with a shortage of semi-conductors, these issues have had a disruptive impact on production in many countries. The latest additional disruption has been a shortage of coal in China leading to power cuts focused primarily on producers (rather than consumers), i.e., this will further aggravate shortages in meeting demand for goods. Many western countries are also hitting up against a difficulty in filling job vacancies. It is expected that these issues will be gradually reduce, but they are currently contributing to an upwards spike in inflation and shortages of materials and goods available to purchase.

Appendix 4: Treasury Management Practice (TMP1) – Credit and Counterparty Risk Management

Specified Investments: All such investments will be sterling denominated, with **maturities up to a maximum of 1 year**, meeting the minimum ‘high’ quality criteria where applicable. (Non-specified investments which would be specified investments apart from originally being for a period longer than 12 months, will be classified as being specified once the remaining period to maturity falls to under twelve months.)

Non-specified Investments: These are any investments which do not meet the specified investment criteria. A maximum of 50% will be held in aggregate in non-specified investment

A variety of investment instruments will be used, subject to the credit quality of the institution, and depending on the type of investment made it will fall into one of the above categories.

The criteria, time limits and monetary limits applying to institutions or investment vehicles are:

Specified Investments

	Minimum credit criteria / colour band	** Max % of total investments/ £ limit per institution	Max. maturity period
DMADF – UK Government Debt Management Account Deposit Facility	N/A	£40m	6 months
UK Government gilts	UK sovereign rating	£20m	12 months
UK Government Treasury bills	UK sovereign rating	£20m	12 months
Bonds issued by multilateral development banks	AAA	£10m	6 months
Money Market Funds Constant Net Asset Value (CNAV)	AAA	£20m	Liquid
Money Market Funds Low Volatility Net Asset Value (LVNAV)	AAA	£20m	Liquid
Money Market Funds Variable Net Asset Value (VNAV)	AAA	£20m	Liquid
Enhanced Cash Funds with a credit score of 1.25	AAA	£20m	Liquid
Enhanced Cash Funds with a credit score of 1.5	AAA	£20m	Liquid
Local Authorities	Yellow	£10m	12 months
Public Bodies	N/A	£10m	12 months
Term deposits with banks and building societies	Blue Orange Red Green No Colour	£20m £15m £10m £10m Not for use	12 months 12 months 6 months 100 days Not for use

Certificates of Deposits (CDs) or corporate bonds with banks and building societies	Blue Orange Red Green No Colour	£20m £15m £10m £10m Not for use	12 months 12 months 6 months 100 days Not for use
Gilt funds	UK sovereign rating	£10m	12 months
REPO's (Collateralised deposit)	100% Collateral	£5m	12 months
GMCA	Internal Due Diligence	£30m	12 months
GM Public Bodies	Internal Due Diligence	£30m	12 months

Accounting treatment of investments. The accounting treatment may differ from the underlying cash transactions arising from investment decisions made by the Council. To ensure that the Council is protected from any adverse revenue implications, which may arise from these differences, the accounting implications of new transactions will be reviewed before they are undertaken.

Non-specified Investments: A maximum of 50% will be held in aggregate in non-specified investments

Maturities in excess of 1 year

	* Minimum Credit Criteria	Use	£ limit per institution	Max. maturity period
Term deposits – local authorities and other public institutions	Yellow	In-house	£10m	5 years
Term deposits – banks and building societies	Yellow Purple	In-house	£10m £10m	5 years 2 years
Certificates of deposit issued by banks and building societies	Yellow Purple	In-house	£10m £10m	5 years 2 years
Certificates of deposit issued by banks and building societies	Short-term F1 Long-term AA	Fund Managers	£5m	2 years
Collateralised deposit	UK sovereign rating	In-house and Fund Managers	£5m	2 years
UK Government Gilts	UK sovereign rating	In-house and Fund Managers	£10m	5 years
Bonds issued by multilateral development banks	AAA	In-house and Fund Managers	£10m	3 years
Sovereign bond issues (other than the UK Government)	AAA	In-house and Fund Managers	£5m	2 years
Corporate bonds	Short-term F1 Long-term AA	In-house and Fund Managers	£5m	5 years
Green Energy Bonds	Internal Due Diligence	In-house and Fund Managers	£10m	10 years
Property Funds	Internal Due Diligence	In-house	£30m	10 years
Floating Rate Notes	Long Term A	In-house	£5m	5 years
REPO's (Collateralised deposit)	100% Collateral	In-house	£5m	5 years
GMCA	Internal Due Diligence	In-house	£30m	5 years
Covered Bonds	Long term A	In-house	£5m	5 years
UK Municipal Bonds Agency	Internal Due Diligence	In-house	£1m	10 years
Local Authority Fixed Income Fund	Internal Due Diligence	In-house	£5m	10 years
Unrated Bonds, backed by securitised Assets	Internal Due Diligence	In-house and fund managers	£5m	5 years
Asset Backed Pooled Investment Funds	Internal Due Diligence	In-house and fund managers	£5m	5 years
Fixed term deposits with variable rate and variable maturities	Internal Due Diligence	In-house and External Advice	£20m	50 years
Debt Financing	Internal Due Diligence & External Advice	In-house and External Advice	£30m	10 years

Appendix 5: Approved Countries for Investments (as at February 2022)

This list is based on those countries which have sovereign ratings of AA- or higher, (we show the lowest rating from Fitch, Moody's and S&P) and also, (except - at the time of writing - for Norway and Luxembourg), have banks operating in sterling markets which have credit ratings of green or above in the Link credit worthiness service. The Council has traditionally only dealt within the UK, however given that the sovereign rating has dropped below other countries, consideration may be given to maximise investment returns in countries with a stronger rating, following discussion and advice with the Council's treasury advisors.

AAA

- Australia
- Denmark
- Germany
- Luxembourg
- Netherlands
- Norway
- Sweden
- Switzerland

AA+

- Canada
- Finland
- U.S.A.

AA

- France

AA-

- Belgium
- U.K.

Appendix 6: Treasury Management Scheme of Delegation

The scheme of delegation is as follows:

Full Council is the responsible body for:

- receiving and reviewing reports on Treasury Management policies, practices and activities;
- the approval of the annual strategy, mid-year review and outturn report.
- approval of/amendments to the organisation's Treasury Management Policy Statement;
- budget consideration and approval;
- approval of the division of responsibilities;
- receiving and reviewing regular monitoring reports and acting on recommendations;

Cabinet is the responsible body for:

- considering the Treasury Management Policy and Procedures and making recommendations to the responsible body.
- considering Treasury Management reports and commending to Council.

Audit Committee is responsible for scrutiny:

- reviewing the Treasury Management Policy and Procedures and making recommendations to the responsible body.
- Reviewing Treasury Management reports and making recommendations to the responsible body.

Cabinet Member for Finance and Low Carbon is responsible for:

- approving the selection of external service providers and agreeing terms of appointment

Note : The Policy Overview and Scrutiny Select Committee reviews and scrutinises the Annual Treasury Management Strategy report along with the suite of other budget reports (including the Capital Strategy).

Appendix 7: The Treasury Management Role of the Statutory Chief Finance Officer (Director of Finance)

The Statutory Chief Financial Officer will discharge the Treasury Management role by:

- recommending Treasury Management Policy/Practices for approval, reviewing the same regularly, and monitoring compliance;
- submitting regular Treasury Management policy reports;
- submitting budgets and budget variations;
- receiving and reviewing Treasury Management information reports;
- reviewing the performance of the Treasury Management function;
- ensuring the adequacy of Treasury Management resources and skills, and the effective division of responsibilities within the Treasury Management function;
- ensuring the adequacy of internal audit processes, and liaising with external audit;
- recommending the appointment of external service providers.
- preparation of a capital strategy to include capital expenditure, capital financing, non-financial investments and treasury management, with a long term timeframe
- ensuring that the capital strategy is prudent, sustainable, affordable and prudent in the long term and provides value for money
- ensuring that due diligence has been carried out on all treasury and non-financial investments and is in accordance with the risk appetite of the authority
- ensuring that the authority has appropriate legal powers to undertake expenditure on non-financial assets and their financing
- ensuring the proportionality of all investments so that the authority does not undertake a level of investing which exposes the authority to an excessive level of risk compared to its financial resources
- ensuring that an adequate governance process is in place for the approval, monitoring and ongoing risk management of all non-financial investments and long term liabilities
- the provision to Members of a schedule of all non-treasury investments including material investments in subsidiaries, joint ventures, loans and financial guarantees
- ensuring that Members are adequately informed and understand the risk exposures taken on by an authority
- ensuring that the authority has adequate expertise, either in house or externally provided, to carry out the above
- the creation of Treasury Management Practices which specifically deal with how non treasury investments will be carried out and managed, to include the following -
 - Risk management (TMP1 and schedules), including investment and risk management criteria for any material non-treasury investment portfolios;
 - Performance measurement and management (TMP2 and schedules), including methodology and criteria for assessing the performance and success of non-treasury investments;
 - Decision making, governance and organisation (TMP5 and schedules), including a statement of the governance requirements for decision making in relation to non-treasury investments; and arrangements to ensure that appropriate professional due diligence is carried out to support decision making;

- Reporting and management information (TMP6 and schedules), including where and how often monitoring reports are taken;
- Ensuring appropriate training and qualifications (TMP10 and schedules), including how the relevant knowledge and skills in relation to non-treasury investments will be arranged.



Report to Cabinet

Housing Revenue Account Estimates for 2022/23 to 2026/27 and Proposed Outturn for 2021/22

Portfolio Holder:

Joint Report of Councillor Abdul Jabbar MBE, Deputy Leader and Cabinet Member for Finance and Low Carbon and Councillor Hannah Roberts, Cabinet Member for Housing

Officer Contact: Anne Ryans, Director of Finance

Report Author: John Hoskins, Finance Manager
Ext. 1323

14 February 2022

Reason for Decision

The report sets out for the Housing Revenue Account (HRA), the detailed budget estimates for 2022/23, the strategic estimates for the four years 2023/24 through to 2026/27 and outturn estimate for 2021/22. The report also sets out the recommended dwelling, non-dwelling rents and service and concierge charges to be applied from April 2022.

Executive Summary

The report sets out the HRA proposed 2022/23 original budget and the forecast outturn for 2021/22. The opportunity is also taken to present the provisional strategic budgets for 2023/24 through to 2026/27.

HRA activities are a key element of the Council's Housing Strategy (approved by Council on 10 July 2019) which aims to provide a diverse Oldham housing offer that is attractive and meets the needs of different sections of the population at different stages of their lives.

After taking all relevant issues into account, the projected financial position for 2021/22 is estimated to be a £4.828m positive variance when compared to the original budget forecast for 2021/22 approved at the Budget Council meeting, 4 March 2021. Of this variance, £1.756m is attributable to a higher than anticipated brought forward balance from

2020/21 and the remaining £3.072m is as a result of the re-profiling of HRA funded capital schemes into later years due to revisions to planned spending profiles. The estimated balance at the end of 2021/22 is projected to be £22.291m.

The closing financial position for 2022/23 shows an estimated HRA closing balance of £20.483m which is sufficient to meet future operational commitments and the potential financial pressures identified in the risk assessment.

The 2022/23 position has been presented after allowing for an increase in dwelling rents of 2.1%, an increase in non-dwelling rents in line with individual contracts, the freezing of all service charges and the setting of Extra Care Housing concierge charges to fully recover costs.

The current Government policy guidance for the period 2020-2025 is that all rents are calculated based on a maximum of the Consumer Price Index (CPI) rate at September of the preceding year plus 1%. Oldham's projections for the 2022/23 budget have been set assuming rental increases of 2.1% which is 2% lower than if it were to follow the maximum uplift (September 2021 CPI rate being 3.1% plus 1%). The Council has opted to propose this reduced rate given the current healthy levels of HRA balances and the ongoing pressures, including inflation, on household incomes.

The financial projections for the HRA over the period 2021/22 to 2026/27 show an overall reduction in the level of balances from £22.291m at the end of 2021/22 to £8.123m at the end of 2026/27. HRA resources are to be used to support several major approved housing capital projects including development within the town centre and on smaller sites around the borough. There is also a commitment to purchase currently empty properties owned by private sector landlords to increase the number of Council owned housing stock.

The HRA detailed budget for 2022/23 and strategic estimates for the four years 2023/24 to 2026/27 and the outturn estimate for 2021/22 were presented to the Policy Overview Scrutiny Committee on 27 January 2022. The Committee was content to commend the report to Cabinet without amendment.

Recommendations

That Cabinet approves and commends to Council the:

1. Forecast HRA outturn for 2021/22 (as per Appendix A)
2. Proposed HRA budget for 2022/23 (as per Appendix B)
3. Strategic estimates for 2022/23 to 2026/27 (as per Appendix D)
4. Proposed increase to dwelling rents for all properties of 2.1%.
5. Proposed increase to non-dwelling rents as per individual contracts.
6. Proposal that service charges are unchanged from those of 2021/22.
7. Proposal to set Extra Care Housing concierge charges to fully recover actual costs.

Housing Revenue Account Estimates 2022/23 to 2026/27 and Proposed Outturn for 2021/22**1 Background**

- 1.1 The budget and policy framework set out an annual timetable for the HRA budget process. Production of this report and the ability to scrutinise the budget are key features of that framework, along with consultation with tenants. The HRA Budget Report was scrutinised at the Policy Overview and Scrutiny Committee on 27 January 2022 and is presented to Cabinet with the intention that it will subsequently be considered by Council on 2 March 2022.
- 1.2 As part of this process, the HRA Budget report for 2022/23 is presented here with the intention that it will be considered by Cabinet on 14 February 2022 and Council on 2 March 2022.
- 1.3 HRA activities are a key element of the Council's Housing Strategy (approved by Council on 10 July 2019) which aims to provide a diverse Oldham Housing offer that is attractive and meets the needs of different sections of the population at different stages of their lives.

2 Current Position**Housing Stock**

- 2.1 The Council's housing stock currently comprises 2,100 properties with most properties being managed and maintained within two Private Finance Initiative (PFI) schemes.

PFI 2 Sheltered Housing

- 2.2 The PFI 2 Contract between the Council and Housing 21 was signed in 2006 to provide 1,431 (plus 1 additional property subsequently added in 2016) sheltered accommodation dwellings in a mixture of bungalows and group schemes with construction finishing in May 2012. The operational contract runs to September 2036. The total construction value was £105m, all of which is payable through an annual unitary charge and funded by the annual PFI grant from Government alongside rental income received.

PFI 4 Gateways to Oldham

- 2.3 The Gateways to Oldham PFI 4 scheme reached financial close in November 2011 and has seen the refurbishment of 317 existing properties and the creation of 317 new homes, with a total capital value of £77m. The Council has entered into a 25-year contract with Inspiral Oldham who utilised private finance to fund the construction works and to manage and maintain the properties for the duration of the contract through to October 2036. Construction was completed in December 2014 (317 refurbishments and 317 new homes in total) with all the required highway works and public open space improvements finalised in November 2015. The Council has subsequently sold 8 properties under the Right to Buy Scheme (RTB) leaving a current stock total of 626 properties.

Holly Bank Apartments

- 2.4 Holly Bank Apartments is a 20-unit supported housing facility for Adults with Learning Disabilities. The scheme was built for a total capital value of approximately £4.4m. The scheme was completed in November 2019 with its first tenants housed in March 2020.

Primrose Bank Extension

- 2.5 In 2020 the Council purchased 19 5-bedroom properties at Primrose Bank. These properties formed part of the Housing Revenue Account stock and were let at affordable rents. The properties benefit from new technology that help increase energy efficiency. The properties are designed to re-appraise how homes are heated, using a combination of solar photovoltaic (PV), electric heating and battery storage.

The Self-Financing Housing Revenue Account

- 2.6 The HRA is a self-sufficient ring-fenced account which retains and utilises rental income, and in the case of Oldham, PFI credits, to meet all its management, maintenance and repairs commitments, including the respective unitary charges to provide social housing. The ringfencing arrangements ensure Councils manage their housing stock for the benefit of its residents in a transparent, accountable and in a cost-effective way.
- 2.7 In non-PFI arrangements depreciation is charged to ensure Councils are accumulating appropriate balances in order to have enough resources to allow for any repairs needed to their housing stock.
- 2.8 However, as most of the Oldham's housing stock is contained within two PFI schemes, there already exists an allocation of funding for ongoing repairs and maintenance within the unitary charge paid. Despite some uncertainty as to the approach over recent years, the Department of Levelling Up, Housing and Communities (DLUHC) has confirmed that depreciation need not be charged to the HRA in respect of Oldham's PFI housing stock.

Government Guidance for Rent Increases

- 2.9 Government had previously advised that PFI properties were exempt from Central Government's 1% Social Rent Reduction policy. This policy ended on 31 March 2020. Since this date, Central Government has reverted to its pre-2015 guidance for the period 2020-2025 for all properties, confirming all rents are calculated based on a maximum of the Consumer Price Index (CPI) rate at September of the preceding year plus 1%. Following this guidance, the maximum level of increase in rents allowed in 2022/23 would be 4.1% (September 2021 CPI was 3.1%). The proposed annual increase for Oldham Council's 2022/23 HRA rents is a lower amount of 2.1%. This proposal is made as a result of the continuing health of HRA balances (£21.370m at the end of 2020/21) and the current adverse impact on household income due to the ongoing effects of the pandemic. It is therefore estimated that the average rent increase from April 2022 will be £1.92 per week (from £91.42 to £93.34).

The Revised HRA Budget 2021/22

- 2.10 The 2021/22 estimated outturn is attached at Appendix A and shows an estimated year end working balance of £22.291m, £4.828m higher than the original budget approved at the February 2021 Budget Council meeting. Current estimates align to forecasts included within the Council's Month 8 Revenue Monitoring report. The majority of the 'in year' variance of £3.072m can be attributed to the re-profiling of the planned spending on HRA funded capital schemes into later years. Members will also note that the final outturn position for 2020/21 resulted in HRA Balances brought forward of £21.370m, £1.756m higher than the position reported at the March 2021 Budget Council Meeting.

2.11 The composition of the balance is summarised below:

Analysis of HRA Balances 2021/22	Original Budget £000	Revised Budget £000	Variance £000
HRA Balances b/fwd	(19,614)	(21,370)	(1,756)
(Surplus)/Deficit for the year on HRA Services	2,151	(921)	(3,072)
HRA Balances c/fwd	(17,463)	(22,291)	(4,828)

The HRA Budget 2022/23

2.12 The proposed HRA budget for 2022/23 is attached at Appendix B including all income and expenditure due to be financed from HRA Balances.

2.13 As previously advised, most of the housing within the HRA is managed within two PFI arrangements which are in part funded by Government grant known as PFI credits. PFI credits for the two schemes are paid on an annuity basis; that is, they remain constant throughout the life of the contracts. In the early years of the schemes, these credits exceed the unitary charges and other costs payable. These early year surpluses, together with any interest earned, are retained to meet later year deficits as unitary charge payments to the service provider are increased year on year by an inflationary factor. HRA balances are specifically earmarked to finance these contracts and other planned HRA capital schemes, as identified in Appendix B.

2.14 Other key assumptions made in determining the proposed HRA revenue budget are that:

- 1) Average rents are 2.1% higher than for 2021/22 for all HRA tenants;
- 2) Void levels have been assumed at 2% per annum on PFI 4 properties and at 3% per annum on PFI 2 properties and Holly Bank Apartments. PFI 2 void percentages have historically been higher as a result of the ongoing tenancy placement work, ensuring tenant mixes in the six extra care schemes are appropriate to the levels of care provision required. The 3% void levels have been a more prudent assessment of the PFI 2 and Holly Bank Apartment property void position;
- 3) There are 48 chargeable rent weeks in 2022/23;
- 4) Service Charges and Extra Care Housing charges are continued/applied from 1 April 2022 in line with previous approvals.

2.15 The estimated 2022/23 HRA closing balance is £20.483m and is enough to meet future operational commitments and the potential financial pressures identified in the risk assessment. Appendix B presents the projected 2022/23 HRA budget based on the proposed position.

2.16 The estimated HRA budget for 2022/23 to 2026/27 is summarised below and presented in more detail at Appendix D. Forecast expenditure includes the use of Revenue Contributions to Capital Outlay (RCCO) to support the financing of the HRA Capital Programme (see the Capital Strategy report elsewhere on the agenda). For the period 2022/23 to 2026/27 the HRA has £20.474m allocated as Revenue Contributions to Capital Outlay. Although this is a sizeable portion of the HRA balances, the RCCO employed over this time will allow the HRA to again grow its balances from 2025/26 through the receipt of additional rental income and the reduction of future costs. The HRA Business Plan has been set mindful of the agreed minimum required HRA balance of £3m.

HRA Income and Expenditure Account 2022/23 to 2026/27 Strategic Forecast	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
Income (including interest and investment income)	(29,418)	(29,644)	(29,937)	(30,236)	(30,547)
Expenditure	31,226	36,441	36,604	30,221	29,458
Net (surplus)/Deficit	1,808	6,797	6,667	(15)	(1,089)
HRA Balances b/fwd.	(22,291)	(20,483)	(13,686)	(7,019)	(7,034)
HRA Balances c/fwd.	(20,483)	(13,686)	(7,019)	(7,034)	(8,123)

Dwelling Rent, Non-Dwelling Rents and Services Charges Increases 2022/23

- 2.17 The proposed 2022/23 HRA budget is based on dwelling rents increasing by 2.1%. This is a lower amount than the maximum 4.1% rental increase allowed based on current Government rent setting guidance as outlined in paragraph 2.9 above. Non-dwelling rents will be increased in line with individual agreements.
- 2.18 Central heating charges remain for some of the PFI properties and it is proposed to continue recharging tenants based on actual costs incurred.
- 2.19 From the Council's perspective, service charges are deemed necessary as it helps minimise long term risk to the Council's HRA Business Plan, whilst also allowing the establishment of a more stable and realistic financial environment in which to manage the housing stock.
- 2.20 The Council has recognised the financial pressure that even a 2.1% rent uplift will have on tenants and for this reason it has chosen to freeze service charges for all tenants in 2022/23.

Extra Care Housing (ECH) and Holly Bank Apartments

- 2.21 All six ECH schemes (Trinity House, Aster House, Charles Morris House, Tandle View Court, Old Mill House and Hopwood Court) incur a service charge for concierge services. It is proposed that the weekly charge is increased in line with Housing 21's pay inflation, from £21.52 to £22.20 per week reflecting the actual cost incurred by the Council.

HRA Contributions to Capital

- 2.22 Given the reducing HRA balances following the planned intense level of capital investment over the next few years, coupled with the current low cost of borrowing, the Council will need to determine for all future HRA projects, the best source of funding. However, the forecasts in this report reflect a planned use of balances.
- 2.23 There are several major approved housing capital projects that the Council wishes to implement over the medium to long term to support the delivery of the overall Housing Strategy. Approved capital projects that will specifically rely on use of HRA balances include:
- **Town Centre Housing** - A key element of the vision for the Town Centre is the development of new affordable housing.
 - **Smaller Pocket Sites** – Approximately 5 small sites across the borough have been identified as being able to be developed for approximately 45 new homes. These

sites will produce a mix of Extra Care or Supported Housing along with General needs Stock.

- **Developing the Purchase and Repair and Lease and Repair pilot schemes in the private rented sector** - The Council has launched a pilot empty homes intervention project to work with owners of empty homes to bring their properties back into use through one of the two options available from the Council. A combination of HRA funding and Homes England Grant funding has enabled the development of Purchase & Repair and Lease & Repair options; designed to financially support landlords in bringing their properties back into use. It is envisaged that this scheme will be widened post the pilot phase.
- **Future Housing Purchases** – The Council has made provision to purchase additional housing which will be added to the Council's HRA stock and will provide a new social housing option for families within Oldham.

- 2.24 In addition to the approved major housing projects outlined above, the strategic estimates for 2023/24 onwards (see Appendix D) contain some indicative RCCO projections for aspirational housing projects. These projects are included within the Capital Strategy presented elsewhere on the agenda. They were also incorporated within a Cabinet report entitled "Creating A Better Place" which was approved by Cabinet on 16 December 2019 and later amended on 24 August 2020.

Strategic HRA Estimates 2023/24 to 2026/27

- 2.25 The projected forecasts for 2023/24 to 2026/27 are shown at Appendix D. As per paragraph 2.1, most of the properties within the HRA are managed under two PFI contracts. Based on current estimates, it is expected that the HRA balance will be £13.686m at the end of 2023/24, £7.019m at the end of 2024/25, £7.034m at the end of 2025/26 and £8.123m at the end of 2026/27. As detailed above the period of 2022/23 to 2024/25 is one of extensive investment by the HRA. Following this period, the HRA is again forecast to grow its balances through the receipt of additional rental income from additions to the Council's property portfolio and the planned reduction of future costs. The HRA Business Plan has been set mindful of the agreed minimum required HRA balance of £3m.
- 2.26 It should be noted that in both PFI schemes a proportion of the unitary charge is indexed with reference to inflation based on the Retail Prices Index (RPI) rather than the Consumer Price Index (CPI).

3 Options/Alternatives

- 3.1 For the Council to comply with legislative requirements, it must consider and approve a budget for the HRA for 2022/23.
- 3.2 Three options regarding rent levels are presented below.
- proposed rent increase of 4.1%
 - proposed rent increase of 2.1%
 - rents are frozen for 2022/23.

Compared to a 4.1% increase, the loss to the HRA for 2022/23 in terms of rental income would be, £0.184m at a 2.1% rent increase and £0.359m with no rent increase, as shown below.

Average Increase in Rent	2.1% £000	0% £000
Impact in 2022/23	184	359
Impact over remaining life of Business Plan	8,342	17,101

3.3 Given the overall health of HRA balances, as previously mentioned in para 2.9, and the adverse impact of the pandemic on household income, it is proposed that Oldham Council approve rental increases in 2022/23 **lower** than the maximum levels available under current government guidance. A full financial assessment has been undertaken to justify this proposal ensuring the HRA has the necessary resources to fully fund all known current and future commitments. Future years forecasts highlighted in Appendix D show that despite the lower than usual rental increase proposed in 2022/23, at no time does the HRA come close to the agreed minimum balance of £3m. The lowest balance estimated within the next 5 years being £7.019m in 2024/25.

3.4 Given the proposed reduction in balances due to the increased levels of RCCO for the period 2022/23 to 2024/25, it is evident that any decision to vary from the maximum income achievable may have an adverse impact on future project decisions. Whilst the Council has chosen to limit rent increases in 2022/23 to 2.1%, future rent proposals will consider the impact on both operational and aspirational expenditure commitments.

4 Preferred Option

4.1 Given the current favourable financial position of the HRA and the known adverse impact on household incomes, both across the borough and nationally, the preferred option is that a dwelling rent increase of 2.1% is implemented together with other recommendations related to charges included in the report. This decision has been assessed successfully against the Council's ability to maintain a sustainable HRA whilst contributing to the aspirations of the wider Housing Strategy.

5 Consultation

5.1 Consultation has taken place with Executive Members, Service Providers and tenants throughout the year. Where schemes have had a significant impact on a particular group of tenants or subsequently had a material impact on the HRA budget, the Council has endeavoured to undertake a thorough consultation with tenants. For example, the Council usually stages additional, frequent drop-in sessions and Court Voices meetings where tenants are encouraged to raise any concerns thus allowing a forum for further consultation. However due to Covid restrictions, it has not been possible to organise these meetings this year, so tenants have been kept informed of events via a quarterly newsletter and have been encouraged to give their views outside of the resident meetings. It was through Court Voices that tenants, in conjunction with Housing Officers, compiled a list of specific needs which were then considered and approved as part of the HRA element of the Council's Capital Strategy. Examples of this include works on the Chew Vale conservatory and Browndedge Road Community bungalow, installation or improvement of sensory gardens and improvements to communal areas.

5.2 A key element of the consultation process is the consideration of the detailed HRA budget estimates for 2022/23, the strategic estimates for the four years 2023/24 through to 2026/27 and outturn estimate for 2021/22 by the Policy Overview and Scrutiny Committee. The Committee considered the HRA budget at its meeting on 27 January 2022 and was content to commend the report to Cabinet without amendment.

6 Financial Implications

- 6.1 The proposals set out in this report are based upon the best assessment of the likely financial position of the Council's HRA for 2021/22 to 2026/27. Prudent assessments have been included within these estimates and the financial impact of any variances is identified in the Risk Assessments undertaken.
- 6.2 HRA balances, although significantly reduced over the period to 2024/25, are considered sufficient to meet known obligations for the foreseeable future and are not considered to fall below acceptable levels. A minimum level of £3m has been agreed as the point below which balances should not fall. Close budget monitoring will continue to be undertaken and should the balances position deteriorate, appropriate management action would be introduced.
- 6.3 The Housing Revenue Account Estimates report has direct links to both the Council's Housing Strategy and the Capital Strategy.
- 6.4 The Housing Strategy was approved at the Council meeting of 10 July 2019. The Strategy's key objective has been to reset the housing delivery governance framework that can then begin to start to tackle the challenges identified in the evidence based Local Housing Needs Assessment. Some of these challenges will have direct financial and stakeholder implications for HRA tenants.
- 6.5 The Council's Capital Strategy follows the same approval pathway as this Housing Revenue Account Estimates report. This report is aligned with the Capital Strategy and Capital Programme and includes all HRA funded capital projects as summarised under Revenue Contribution to Capital Outlay (RCCO) as contained in Appendices A to D.

(John Hoskins)

7 Legal Services Comments

- 7.1 It is a statutory requirement that the Authority set a balanced HRA budget, having due regard to an appropriate level of working balances and giving due consideration to the risks involved.

(Colin Brittain)

8 Co-operative Agenda

- 8.1 The HRA budget has been prepared so that resources are utilised to support the aims, objectives and co-operative ethos of the Council.

9 Human Resources Comments

- 9.1 None.

10 Risk Assessments

- 10.1 The HRA budget set out in this report is based on the best assessment of the likely financial position of the HRA in 2021/22 to 2026/27. Attached at Appendix C is a risk register as at February 2022. Forecasting remains challenging and there are several key issues that, should they change, affect the proposed budget.

(Mark Stenson)

11 IT Implications

- 11.1 None.

12 Property Implications

12.1 None.

13 Procurement Implications

13.1 None.

14 Environmental and Health & Safety Implications

14.1 There are non-specific at this stage.

15 Equality, community cohesion and crime implications

15.1 Continuation of a robust consultation process open to all tenants and tenants' representatives will ensure maximum engagement and provide the opportunity for the views of all groups to be considered in setting the HRA budget and the provision of services to tenants.

16 Equality Impact Assessment Completed?

16.1 Not Applicable

17 Key Decision

17.1 Yes

18 Key Decision Reference

18.1 FLC-15-21

19 Background Papers

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

File Ref:	Background papers are attached as Appendices A to D
Officer Name:	John Hoskins and Anne Ryans
Contact No:	0161 770 1323/4902

20 Appendices

Appendix A	Revised HRA Income & Expenditure Account 2021/22.
Appendix B	Original HRA Income & Expenditure Account 2022/23.
Appendix C	2022/23 – 2026/27 Risk Assessment as at February 2022.
Appendix D	HRA Income & Expenditure Account 2022/23 to 2026/27 Strategic Forecasts.

Revised HRA Income & Expenditure Account 2021/22	Original Budget	Latest Forecast	Variance to Budget
	£000	£000	£000
Income			
Dwellings Rents (gross)	(9,074)	(9,145)	(71)
Non Dwelling Rents	(39)	(34)	5
Charges for Services and Facilities	(1,235)	(1,235)	-
Contributions towards Expenditure	(20)	(0)	20
PFI Grant	(18,799)	(18,799)	-
Total Income	(29,167)	(29,213)	(46)
Expenditure			
Unitary Charge Payments (PFI2 and PFI4)	24,175	24,125	(50)
Supervision & Management	526	526	-
Depreciation and Impairment of Fixed Assets	146	80	(66)
Rent, Rates and Other Charges	3,278	2,845	(433)
Revenue Contribution to Capital Outlay (RCCO)	3,412	785	(2,627)
Total Expenditure	31,537	28,361	(3,176)
Net Cost of HRA Services	2,370	(852)	(3,222)
Interest and Investment Income	(219)	(69)	150
(Surplus)/Deficit for the year on HRA Services	2,151	(921)	(3,072)
HRA Balances brought forward	(19,614)	(21,370)	(1,756)
HRA Balances carried forward	(17,463)	(22,291)	(4,828)

<u>Original HRA Income & Expenditure Account 2022/23</u>	Original Budget
	£000
Income	
Dwellings Rents (gross)	(9,271)
Non-Dwelling Rents	(34)
Charges for Services and Facilities	(1,244)
Contributions towards Expenditure	(0)
PFI Grant	(18,799)
Total Income	(29,348)
Expenditure	
Unitary Charge Payments (PFI2 and PFI4)	24,426
Supervision & Management	680
Depreciation and Impairment of Fixed Assets	80
Rent, Rates and Other Charges	2,756
Revenue Contribution to Capital Outlay (RCCO)	3,283
Total Expenditure	31,226
Net Cost of HRA Services	1,878
Interest and Investment Income	(69)
(Surplus)/Deficit for the year on HRA Services	1,808
HRA Balances brought forward	(22,291)
HRA Balances carried forward	(20,483)

HOUSING REVENUE ACCOUNT

2022/23 – 2026/27 RISK ASSESSMENT AS AT FEBRUARY 2022

<u>RISK EVENT/ DESCRIPTION</u>	<u>LIKELIHOOD</u>	<u>IMPACT</u>	<u>RESERVE POSITION</u>
1. The void level assumed on dwelling properties increases.	The proposed budget assumes a void rate of 2% on PFI 4 properties and a 3% void rate on PFI 2 and Holly Bank Apartment properties. These are believed to be realistic estimates at this time. However, arising from the impact of welfare reform, a limit on Housing Benefits may force more tenants to leave social housing and increase void levels. Void levels were marginally affected by Covid restrictions in the first lockdown, meaning that some tenants were unable to move in on the allocated day. This was kept to a minimum and was resolved as soon as restrictions were lifted.	A change in the void percentage of 1% (approximately 21 properties) has the impact, in a full year, of £0.093m.	The loss of income arising from movement in void levels would need to be met from HRA balances. The HRA has sufficient balances to absorb small movements on voids.
2. Impact of changes in rental income collection rates.	The collection of rental income is a key performance indicator and one in which the PFI providers have performed at the highest level. Historically it has been considered a low risk that this collection rate will deteriorate to a level to the point where it has a significant impact on the HRA budget. However, welfare reform has the potential to impact on rent collection levels. The Covid pandemic has had a detrimental impact on collection rates as some tenants were furloughed or made redundant. This will continue to be monitored within the performance meetings and appropriate measures taken to mitigate the impact.	Rental income is accounted for within the HRA on a rents receivable not received basis. Continuous monitoring of the levels of uncollected income will help inform the provisions position needed for bad or doubtful debts.	The current HRA bad debt provision is prudent for the levels of uncollected income currently being held/forecast within the HRA. The HRA bad debt provision is subject to review each year.

<u>RISK EVENT/ DESCRIPTION</u>	<u>LIKELIHOOD</u>	<u>IMPACT</u>	<u>RESERVE POSITION</u>
3. Service Charge Recovery	Service charges are currently eligible for Housing Benefits so it is relatively low risk that most service charge costs will be unrecovered. Self-payers may incur some level of difficulty. However, the percentage of self-payers as part of the overall tenancy profile is relatively small.	In 2022/23 the total level of service charges is budgeted for approximately £0.800m (excluding concierge and court manager costs). Any reduction in this could impact the HRA's ability to maintain and develop new schemes and services.	Tenants failing to pay their service charges will have a detrimental effect on the HRA balance, although given the high number of tenants in receipt of Housing Benefit, the level of collection is still expected to remain high.
4. Extra Care Housing (ECH) Charge Recovery	ECH charges are eligible for Housing Benefit so it is of relatively low risk that the majority of ECH charge costs will be unrecovered. Self-payers may incur some level of difficulty. However, the percentage of self-payers as part of the overall tenancy profile is relatively small.	In 2022/23 it is expected each qualifying tenant i.e. a tenant within one of the six approved Extra Care Housing Group Schemes, will need to pay approximately £1,070 p.a. towards ECH charges. Costs of chasing recovery will also need to be considered.	Tenants failing to pay their ECH charge will have a detrimental effect on the level of the reserve, although given the close correlation to Housing Benefit, the levels of collection are expected to remain high.
5. Rent Restructuring	Currently, Government guidelines suggest rents should increase by CPI + 1%. Any future changes to these guidelines may introduce additional financial pressures to the HRA, particularly if rent increases fail to keep pace with contractual increases in unitary charges (indexed by RPI + 0.5%).	As of September 2021, the month used for all rent calculations, the difference between the two indices (RPI and CPR) was 1.8%. The business plan has been modelled on the basis that in 2022/23, rent increases will be 2.1%. Thereafter there is an assumption of 3% annual rent increases (represented by 2% CPI plus 1%).	The movement in the respective indices will be monitored on an on-going basis, it is however considered that there is sufficient tolerance within the predicted cumulative HRA balances to manage this risk.

<u>RISK EVENT/ DESCRIPTION</u>	<u>LIKELIHOOD</u>	<u>IMPACT</u>	<u>RESERVE POSITION</u>
6. Balances fall below a level considered acceptable to manage risks faced by the HRA	Given the pressures on the HRA it is possible that a combination of factors could lead to HRA balances falling below £7.019m, the minimum projected, although this is considered unlikely.	The HRA may have reduced resources to manage any significant increases in expenditure /reduction in income without the consideration of budgetary measures outside those included in the projections.	Close budget monitoring will be undertaken and management action would be introduced, including the potential for some short term borrowing or the revision to capital plans, should the HRA balances position prove challenging.

HRA Income & Expenditure Account 2022/23 to 2026/27 Strategic Forecasts

Appendix D

HRA Income & Expenditure Account 2022/23 to 2026/27 Strategic Forecasts	Original 2022/23	Original 2023/24	Original 2024/25	Original 2025/26	Original 2026/27
	£000	£000	£000	£000	£000
Income					
Dwellings Rents (gross)	(9,271)	(9,488)	(9,772)	(10,062)	(10,363)
Non-Dwelling Rents	(34)	(34)	(35)	(35)	(35)
Charges for Services and Facilities	(1,244)	(1,252)	(1,262)	(1,271)	(1,281)
Contributions towards Expenditure	(0)	(0)	(0)	(0)	(0)
HRA Subsidy ~ PFI Credits	(18,799)	(18,799)	(18,799)	(18,799)	(18,799)
Total Income	(29,348)	(29,574)	(29,867)	(30,167)	(30,478)
Expenditure					
Unitary Charge Payments (PFI2 and PFI4)	24,426	24,730	25,038	25,349	25,665
Supervision & Management	680	690	700	710	720
Depreciation and Impairment of Fixed Assets	80	80	80	80	80
Rent, Rates and Other Charges	2,756	2,814	2,872	2,932	2,994
Revenue Contribution to Capital Outlay (RCCO)	3,283	8,127	7,914	1,150	0
Total Expenditure	31,226	36,441	36,604	30,221	29,458
Net Cost of HRA Services	1,878	6,867	6,736	54	(1,019)
Interest Payable and Other Similar Charges					
Interest and Investment Income	(70)	(70)	(70)	(69)	(69)
(Surplus)/Deficit for the year on HRA Services	1,808	6,797	6,667	(15)	(1,089)
HRA Balances brought forward	(22,291)	(20,483)	(13,686)	(7,019)	(7,034)
HRA Balances carried forward	(20,483)	(13,686)	(7,019)	(7,034)	(8,123)



Report to Cabinet

Statement of the Chief Financial Officer on Reserves, Robustness of Estimates and Affordability and Prudence of Capital Investments

Portfolio Holder: Cllr Abdul Jabbar MBE, Deputy Leader and Cabinet Member for Finance and Low Carbon

Officer Contact: Anne Ryans, Director of Finance

Report Author: Vickie Lambert, Senior Accountant / Mark Stenson, Assistant Director of Corporate Governance and Strategic Financial Management

14 February 2022

Reason for Decision

To recommend that Cabinet agrees the level of balances necessary to support the 2022/23 budget underpinned by the agreed policy on Earmarked Reserves, setting a properly balanced revenue budget which includes the financing of capital investments within the present investment proposals.

Executive Summary

In order to comply with Section 25 of the Local Government Act 2003; the Authority's Chief Financial Officer (the Director of Finance) is required to report on the robustness of the estimates made for the purposes of the revenue budget calculations and the adequacy of the proposed reserves. This information enables a longer-term view of the overall financial resilience of the Council to be taken. It also reports on the Director of Finance's consideration of the affordability and prudence of capital investment proposals. The level of general balances to support the budget and an appropriate level of Earmarked Reserves maintained by the Council in accordance with the agreed Council Policy on Earmarked Reserves, are an integral part of its continued financial resilience supporting the stability of the Council.

Over the last few years there have been a number of Local Authorities which have been subject to the issuing of a Section 114 notice or approaching Government for exceptional financial assistance. During 2021/22, both Slough Borough Council and Wirral Council have

been subject to such measures and / or requirements. Further details of this can be found at Section 5.

Whilst the Council has prepared a detailed revenue budget within a five-year Medium Term Financial Strategy (MTFS), a five-year Capital Programme and continues the closure of accounts within an appropriate timeframe allowing early focus on the upcoming challenges and a robust financial transformation programme, there continues to be a reliance on the use of reserves to balance the revenue budget.

Since 2016/17, reserves of £74.627m have been used to underpin the Council's revenue budget alongside other one-off measures. This includes £25.182m relating to grant compensation received in 2020/21 and used in 2021/22 to support the Collection Fund deficit arising from the award by Government of Business Rates Relief after the budget for 2020/21 had been set. For 2022/23, it is proposed to use corporate reserves of £10.101m and specific reserves of £1.805m together with £13.092m to offset the Collection Fund deficit for 2021/22 arising from the awarding of retail, leisure, hospitality and nursery Business Rates Reliefs (£8.888m) and further Business Rates reliefs relating to the COVID-19 Additional Relief Fund (£4.204m) after the budget had been set (this is a technical accounting adjustment), combined with one-off measures totaling £2.500m. The remaining corporate Balancing Budget reserve of £9.932m will be used to support the 2023/24 and 2024/25 budgets.

There is, therefore, a reliance on the use of reserves to balance the budget over the MTFS period. The continued use of reserves and one-off measures has had the impact of deferring the changes that are required to balance the revenue budget by on-going sustainable means. The implementation of the next phase of the Council's transformation programme in 2022/23 is expected to address this challenge although this has been impacted by the global pandemic. The expected benefits of the transformation programme will be phased over several financial years and is therefore supported by the use of reserves over the short term.

As detailed within the Council's Audit Completion Report for 2020/21 received by the Council on 17 December 2021, the External Auditor concluded that "there is not a significant weakness in the Council's arrangements in relation to financial sustainability". This is encouraging and should be considered in the context of 2022/23 budget setting and the Medium Term Financial Strategy for 2022/23 to 2026/27.

It is important to note that the reviews into both Slough Borough Council and Wirral Council indicate that they are at risk of not being able to agree balanced budgets as their reserves are insufficient to mitigate either in year or 2022/23 estimated shortfalls in resources.

Financial resilience does depend in part on the Council maintaining an adequate level of reserves which are set out in this report. In order to scrutinise the level of reserves held by the Council the policy on Earmarked Reserves was considered by the Audit Committee in July 2021 and it is proposed to action the same review again in 2022/23 after the closure of the accounts for 2021/22.

Whilst the Council is utilising a number of reserves to support the 2022/23 revenue budget and anticipates a use of reserves in both 2023/24 and 2024/25, Members can be assured that Oldham Council currently remains financially resilient. Work is taking place to address the on-going financial pressures that the Council is facing. At the start of 2022/23 it will continue to be well placed to meet the difficult financial challenges ahead. However, this strategy relies on the delivery of the transformation programme over the short to medium

term. Public findings reported elsewhere have shown that some Authorities have not, in a small number of cases, been able to deliver the level of transformational savings required so it is important that the Council delivers on current plans.

In conclusion, the Chief Finance Officer is able to advise Members of the robustness of the estimates and the affordability and prudence of capital estimates for 2022/23. Despite the use of reserves over recent years, the level of reserves remains adequate to support the 2022/23 financial position and demonstrates financial resilience. However, this is only the case provided that action is taken to ensure that the balances are set at the level of £19.935m for 2022/23 as calculated in this report and that all budget options, or in year alternatives, are delivered as planned and monitored.

The Statement of the Chief Financial Officer was presented to Policy Overview and Scrutiny Committee on 27 January 2022. The Scrutiny Committee was content to commend the report to Cabinet.

Recommendations

It is recommended that Cabinet approves and commends to Council:

- 1) The proposed General Fund Balance currently calculated for 2022/23 at £19.935m.
- 2) The initial estimate of General Fund Balances to support the Medium-Term Financial Strategy is as follows:
 - £21.268m for 2023/24 and
 - £21.415m for 2024/25 to 2026/27.
- 3) The intended report to be presented to the Audit Committee on Earmarked Reserves to ensure this area is subject to appropriate scrutiny.
- 4) The actions necessary to secure a properly balanced budget as presented in paragraph 3.6.
- 5) The actions necessary to ensure the prudence and affordability of the capital investments as noted in Section 4.

Statement of the Chief Financial Officer on Reserves, Robustness of Estimates and Affordability and Prudence of Capital Investments**1. Background on Calculating the Recommended Level of General Balances to support the 2022/23 Budget**

- 1.1. There are two approaches for deciding the optimum level of the general contingency reserve required for the Council to support its annual budget process. This is either a percentage of expenditure, which at one stage was recommended by the External Auditor to be at a minimum 5% of net expenditure, or an approach based on an assessment of risk.
- 1.2. The agreed Council approach adopted for a number of years is to use a risk-based approach based upon 11 areas of assessed risk:
 - Inflation is underestimated in the original estimates
 - Interest rates are underestimated
 - Changes to grant funding regimes
 - Some budgets are only indicative at the time the budget is agreed
 - Volatility in some budget headings between years
 - Efficiency gains expected in the agreed budget are not achieved
 - Unforeseen insurance costs
 - Emergencies which cannot be foreseen which occur on an ad hoc basis
 - Changes to budgets where targets are not met
 - Financial and Partnership guarantees given by the Council including Health Devolution
 - Unforeseen events
- 1.3. The calculation of balances required to support the 2022/23 revenue budget is detailed at Appendix 1. It also presents the calculation of an indicative recommended level of balances to support the 2023/24 to 2026/27 budgets. These allow for the current pressured state of the Council's finances which, by way of example, include the unprecedented impact of the COVID-19 global pandemic.
- 1.4. The recommended level of general balances to support the 2022/23 budget is £19.935m, an increase of £2.672m. The Council is currently reporting a forecast favourable variance in 2021/22 and it is expected that this will remain the case to the end of the financial year and that this favourable variance will be used to support the required General Fund balance.
- 1.5. The detailed assumptions supporting the assessment of risk within the detailed general balances calculation are set out in Appendix 2.
- 1.6. The indicative level of balances for the Medium Term are £21.268m for 2023/24 and £21.415m for the years 2024/25 to 2026/27. These are in line with the level of risk included in the 2022/23 calculation and reflect the need to keep an appropriate level of general balances to manage known challenges. These figures will be reviewed in accordance with the evolving financial position; hence they have not been included in the budget calculations.

2. Earmarked Reserves

- 2.1. The Council has 12 Earmarked Reserves (14 during 2021/22) as summarised in Appendix 3 and has estimated Earmarked Reserves at the 2021/22 year-end totalling £89.772m. This net change in Earmarked Reserves is £23.740m which includes the transfer to Earmarked Reserves of a Section 31 grant for Business Rate compensation at a value of £8.888m (£25.182m in 2021/22) and £4.024m for COVID-19 Additional Relief Fund (CARF) monies

which is included alongside the Business Rates compensation in accordance with guidance. This additional Section 31 and CARF funding will be used in 2022/23 in full to support the Collection Fund Deficit as a result of the global pandemic. Alongside this there is further anticipated transfer to reserves of £0.095m with regards to Mercury Emissions and the reclassification of reserves between categories totalling £0.016m. Members will also recall that there was a use of £16.830m of Specific and General Earmarked Reserves to support the revenue budget in 2021/22. Management of these reserves takes place via the monthly monitoring reports during the financial year and at year-end as part of the closure of accounts.

- 2.2. The projected level of reserves does not allow for the carry forward of any COVID related Government grant funding which has been awarded in 2021/22 but may not be spent by the end of the financial year. At this stage it is not clear if or how much of such grant will remain unspent on 31 March 2022.
- 2.3. Further detail of the estimated Earmarked Reserves held by the Council at the end of the 2021/22 financial year which are supported by the Reserves Policy are detailed in Appendix 3. The Earmarked Reserves to meet known or expected liabilities where it is challenging to be specific about the exact financial amount of liability are:
 - Council Initiatives
 - Insurance Reserve
 - Adverse Weather Reserve
 - Transformation Reserve
 - Lifecycle Costs Reserve
 - Fiscal Mitigation Reserve
 - Emergency and External Events Reserve
- 2.4. The Earmarked Reserves required for other more specific, including invest to save purposes are:
 - Balancing Budget Reserve
 - Regeneration Reserve
 - Integrated Working Reserve
 - Directorate Reserves
 - District Executive Reserve
- 2.5. In addition, there are two other reserves, the School Balances reserve (which is not available for the Council to utilise) and the Revenue Grants reserve which is for specific grant related initiatives.
- 2.6. Since 2016/17, reserves of £74.627m have been used to underpin the Council's revenue budget alongside other one-off measures. This includes £25.182m relating to grant compensation received in 2020/21 and used in 2021/22 to support Collection Fund deficit arising from the award by Government of Business Rates Reliefs after the 2020/21 budget had been set. For 2022/23, it is proposed to use £10.101m of the corporate Balancing Budget reserve and four specific reserves held within the Balancing Budget Reserve:
 - a) the reserve to support the Organisational Redesign at a value of £1.300m
 - b) £13.092m with regards to grant compensation received in 2021/22 which will be used in 2022/23 to support the Collection Fund deficit arising from the awarding of Business Rates Reliefs and COVID-19 Additional Relief funding in 2021/22 after the budget had been set
 - c) £0.405m for Invest to Save initiatives to support the implementation of 2023/24 budget reductions via the Transformation Agenda
 - d) £0.100m to provide resources to support the Queen's Jubilee celebrations in 2022/23

This will be combined with other one-off measures totalling £2.500m. The remaining £8.500m of the corporate Balancing Budget reserve will be used to support the revenue budget in 2023/24 and 2024/25. There will also be a use of specific reserves totalling £1.432m held within the Balancing Budget Reserve being used in 2024/25 to support Greater Manchester Bus Reform.

- 2.7. As shown above, the reliance upon reserves remains considerable. However, this approach has enabled the Council to balance its budget, but this has had the impact of deferring the changes that are required to balance the revenue budget by on-going sustainable means. The implementation of the next phase of the transformation programme over the MTFS period to 2026/27 is expected to address this challenge. The expected benefits of the transformation programme will be phased over several financial years and as such has been supported by reserves over the short term.
- 2.8. As detailed within the Council's Audit Completion Report received by the Council on 17 December 2021, the External Auditor concluded that "there is not a significant weakness in the Council's arrangements in relation to financial sustainability". This is encouraging and should be considered in the context of 2022/23 budget setting and the Medium-Term Financial Strategy for 2022/23 to 2026/27.
- 2.9. Whilst the level of reserves expected to be available to support the Council over the MTFS period ensures it remains financially resilient, it is evident that continued use of the reserves to underpin the budget over time will reduce future levels of resilience and is not sustainable. This is highlighted by the most recent financial challenges experienced by Slough Borough Council and Wirral Council where reserves were depleted over several years to support the revenue budget, partly because there was a prevailing culture of not making difficult decisions which meant the reliance on reserves was high. For Slough, the depletion of the general fund balances and an over reliance on a joint venture (set up for commercial purposes) resulted in an inability to set or sustain a balanced budget without a capitalisation direction to be agreed by the Department for Levelling Up, Housing and Communities (DLUHC).
- 2.10. Oldham Council does have an extensive transformation programme; however, it is essential that this delivers to timeline and to the anticipated budgetary levels required to avoid further unplanned reliance on reserves.

3. Robustness of the Estimates

- 3.1. Key factors in ensuring the robustness of estimates include the initial challenge process to establish budget reduction proposals, essential project management to ensure the delivery of the proposals, monitoring and reporting arrangements and the utilisation of key, skilled finance staff in drawing up detailed estimates and monitoring proposals going forward. Cross cutting and sound key assumptions are also vital in ensuring proper estimates.
- 3.2. There are a large number of factors which make the management of the Authority's budget much more challenging than it has been in the past. These include:
 - The unprecedented impact of the global pandemic. This has had a significant impact on all Local Authorities as they have been at the forefront of the country's response to support its citizens. This has had a significant impact across all Council services during the last couple of years with far reaching implications of long COVID expected over the medium term. Whilst this has greatly impacted Local Authorities, there has been significant additional resources provided by Central Government which has, in the main, underpinned the extra expenditure / lost income for 2020/21 and 2021/22. However, for 2022/23 the Government has advised that there will be no continuation of the unringfenced grant support specifically for COVID and therefore any impact over

the Medium Term will need to be met directly from Council's resources or the general Government grants provided to support the 2022/23 budget within the Provisional Local Government Finance Settlement.

- Councils such as Oldham in areas where deprivation is causing pressures on services, face significant continued financial challenges. The impact of unprecedented reductions in Government funding for a sustained period, constrained Council Tax increases to fund Adult Social Care, a decline in other income, rising costs and growing demand for many services are all challenging the Councils' financial management and resilience.
- Whilst the publication of the Autumn Budget and Comprehensive Spending Review 21 on 27 October 2021 provided some indication of future financial plans, the Provisional Local Government Finance Settlement issued on 16 December 2021 only provided indicative funding information for 2022/23 making medium term planning more challenging.
- There continues to be a potential for change in Council funding particularly around the likely movement of Business Rates Retention to a 50% model. Originally expected to be implemented in 2020/21, due to the nature of the Government's Levelling Up Agenda, this may no longer be the direction of Government policy. The Council awaits further details on this however, it has received confirmation that the Greater Manchester 100% business rates retention pilot scheme, of which Oldham has been a part since 2017/18, will continue for 2022/23.
- The Relative Needs and Resources Review of the Local Government finance system has been under consideration for several years and it had been anticipated that the Spending Review 21 would have included some detail about this key development. Surprisingly there was no reference to it. The purpose of the review is to examine and update the system for allocating resources among Local Authorities; taking account of relative need and the ability to generate resources locally through taxation. When implemented, this could have a major impact on the distribution of resources between Councils. It is expected that there will be consultation on this review during 2022/23 for implementation in 2023/24 as part of the Government's levelling up agenda.
- As part of the Government's long-term vision for Adult Social Care included within its White Paper Building Back Better, a national Insurance charge of 1.25% for both employers and employees will be implemented from 1 April 2022 which is to be used to fund its reform of Health and Social Care. On 1 December 2021 the Government published a further White Paper "People at the Heart of Social Care" which set out a vision for how Adult Social Care would operate for the next 10 years with personal care/ choice as its central strand. This also set out some proposals to utilise the Adult Social Care Levy as set out in the Building Back Better White Paper. Reform to Adult Social Care clearly impacts on the processes and procedures operated by the Council although the real impact will be from 2023/24 when the changes are introduced.
- As detailed within the Council's Month 8 financial monitoring report, Community Health and Adult Social Care (CHASC) and Children's Social Care (CSC) continue to be areas which are reporting adverse variances. Whilst a large element of this is due to COVID-19, there are other Business as Usual issues. Despite investment of resources as part of the budget setting process over a number of financial years, there continues to be a structural overspend. For 2021/22 there is a projected overspend of £7.455m for CHASC and £4.518m for CSC.

- There is a continued pressure for the Council with regard to its Dedicated Schools Grant (DSG) and in particular the High Needs Block. Despite the support from the Schools Block in 2021/22, the DSG in Oldham is still expected to have an overall revised deficit of £3.029m at the year end. It is an important element of the financial management of the Authority that the DSG is not in a deficit position. The Government's Spending Review 21 announced £1.6bn in additional funding for 2022/23 school budgets, on top of the year-on-year increase already confirmed. The additional £1.6bn is for the Schools and High Needs blocks and of which £300m is for the increased National Insurance Health & Social Care levy as well as all other cost pressures including demographics, inflation, teacher's minimum salary and pay inflation. It has been allocated as a separate grant in 2022/23 and then will be rolled into the National Funding Formula (NFF) from 2023/24. The grant is being allocated to schools as per the NFF formula distribution as if it was part of National Funding Formula from April 2022 for Academies and Maintained schools and to Local Authorities for the High Needs block. As a result of the extra funding, the DSG recovery Plan has been subsequently remodelled and indicates that the DSG will have a surplus balance in 2023/24. The Department for Education has been supportive of the Council's Recovery Plan process to date and it is expected to continue this approach.
- 3.3. As shown above, the impact of these changes and the level of further funding available in future years is not fully known, but the financial climate is more volatile with the Council now carrying more financial risk.
- 3.4. These current and future financial challenges pose significant and increasing risks and require robust financial management along with sufficient reserves to strengthen resilience against future uncertainty.
- 3.5. The preparation of the estimates has been based on the following base assumptions:
- Pressures – As identified within the revenue budget monitoring reports throughout 2021/22, there are a number of pressures which cannot be absorbed by the Directorates. In these instances, the 2022/23 estimates reflect the additional resources required by these particular service areas. However, these assumptions are based on a prudent approach to budget setting and these services will be continually monitored throughout 2022/23 to determine if these additional resources are required or if they can be released to support the overall financial position.
 - Interest and inflation assumptions - a prudent view of interest rates and inflation has been taken when constructing estimates for 2022/23. However, these estimates do incorporate the impact of the rapidly increasing energy prices throughout 2021/22 and that they are expected to continue for the Medium Term. Whilst these estimates are considered to be adequate at this point in time, uncertainty within the economy may lead to further revision.
 - Invest to save initiatives – The Council is continuing with its Transformation Agenda and the Medium-Term Financial Strategy (MTFS) reflects the requirement to invest in transformational activities which will deliver savings in the longer term.
 - Council Tax income assumptions - the estimates for Council Tax Base setting rely on an overall collection rate of 96.75% (unchanged from 2021/22). The position will be monitored during the year, but the tax yield could vary for matters outside the control of the Council.

- A best estimate of the amount of income to be collected from Non-Domestic Rates with the most up to date information available with regard to the Greater Manchester Business Rates pilot scheme arrangements.

3.6. In order to secure a balanced budget year on year, it is essential that the Council's financial arrangements ensure:

- That all budget changes agreed by the Council are actioned to deliver the estimated savings, or alternatives found to the same net value, by the relevant responsible officers.
- Monthly monitoring of all budgets and reporting on an exception basis through the Director of Finance to senior officers and Cabinet.
- Action is being taken to address future forecast budget shortfalls in advance of the forthcoming financial years. In respect of this the Council's recent and on-going preparation of a multi-year MTFS is an example of enhanced good practice.
- There is a minimum call on reserves, except for agreed corporate priorities.
- Management accountability for budgets so that financial challenges are addressed quickly.

4. Affordability and Prudence

- 4.1. The current prudential borrowing regime places a duty on the Chief Financial Officer to ensure that the financial impact of decisions to incur additional borrowing over and above that supported by direct Government resources are affordable both in the immediate and over the longer term.
- 4.2. However, given the changes in Local Government finance introduced in 2006/07, there is no longer any direct relationship between supported borrowing and the grant to finance it. Consideration of all new capital schemes and their revenue impact is therefore undertaken alongside other revenue issues to ensure that resources are allocated appropriately and are affordable.
- 4.3. In 2017 the Chartered Institute of Public Finance & Accountancy (CIPFA) issued revised Prudential and Treasury Management Codes which required all Local Authorities to prepare a Capital Strategy report. The Council was already compliant with this requirement, however, in response to concerns about high levels of borrowing to fund commercial investment in a small number of Local Authorities, CIPFA subsequently consulted on revisions to the Prudential Code for Capital Finance in Local Authorities and the Treasury Management in the Public Services Code of Practice. The consultation ended on 16 November 2021 and the changes to the Codes were issued on 20 December 2021. The areas that have been strengthened are detailed within the Council's Capital Strategy 2022/23 to 2026/27. Both the Council's Treasury Management Strategy and Capital Strategy for 2022/23 have incorporated these recent changes to the Codes where the information is readily available.
- 4.4. In accordance with previous practice, the Annual Review of the Capital Programme (known as the Summer Review) was completed and subsequently approved by Cabinet on 13 December 2021. This review incorporated extensive discussions with Project Managers and Finance Officers to determine an updated profile of expenditure for all schemes. It also examined any further opportunities to reallocate resources or decommission schemes whilst also including an in-depth analysis of capital receipts. The outcome of this review was that £40.002m was rephased over the length of the Capital Programme.

- 4.5. A further review of the Capital Programme was undertaken when preparing Capital Strategy and Capital Programme 2022/23 to 2026/27, not only to ensure that it reflected the most up to date forecasts, but also to see if there were opportunities to alleviate some of the revenue budget pressures of the Council. The reprofiling of planned capital spending in accordance with current projections has facilitated a reduction to the base budget for capital financing costs for 2022/23 of £3.766m.
- 4.6. The Capital Strategy and Capital Programme 2022/23 to 2026/27 has therefore been produced following these reviews and the impact of the Council's current investment plans detailed in the Capital Strategy and Capital Programme 2022/23 to 2026/27, which is included elsewhere on the agenda, are planned to be financed as far as appropriate utilising capital grant and capital receipts, Housing Revenue Account (HRA) resources for HRA projects, with the balance being funded through Prudential Borrowing. Related capital financing charges are included in the revenue budget for 2022/23, with future year's charges being estimated in the MTFS. As can be seen in the Capital Strategy, despite the challenging financial position, the Council has ensured that there is sufficient revenue budget to meet the capital commitments and deliver the regeneration objectives for the Borough and it is essential that this remains so going forward. Subject to that, the capital estimates are considered prudent and affordable while supporting the aspirations and ambition of the Council.

5. Financial Resilience

- 5.1. A key issue that must be considered by the Chief Finance Officer when forming an opinion on budget setting arrangements is the financial resilience of the Council of which the level of reserves and balances is a significant element. The issue of financial resilience and sustainability across the Local Authority sector is highly relevant to the on-going development of the Council's Medium Term Financial Strategy and associated budget proposals for 2022/23 and beyond. Much more attention has been focused on financial resilience over the last few years as highlighted within the Statement of the Chief Financial Officer on Reserves, Robustness of Estimates and Affordability and Prudence of Capital Investments report presented to Council on 4 March 2021.
- 5.2. As previously highlighted, there are financial challenges being faced by a number of Local Authorities. During 2021/22, further issues being experienced by Council's were highlighted. These included:

Slough Borough Council

- 5.3. On 2 July 2021 the Interim Section 151 Officer at Slough Borough Council issued a Section 114 notice. This followed the External Auditor only considering signing off the accounts for the financial year 2018/19 if an adjustment was processed which reduced the agreed level of general balances to £0.550m. The adjustment related to the Council overstating the income it expected to receive from a joint venture (set up for commercial purposes). Such an adjustment impacted on the 2019/20 and 2020/21 accounts which are currently undergoing audit and could be subject to an adjustment which further reduces the level of general balances. Initial indications from the Interim Section 151 Officer are that adjustments could leave general fund balances in a deficit position of £56m.
- 5.4. On 1 December 2021, the Secretary of State for Levelling Up, Housing and Communities requested that Commissioners be sent to Slough Borough Council to address serious financial and management failures after an independent review uncovered a "deeply concerning picture of mismanagement, a breakdown in scrutiny and accountability, and a dysfunctional culture at Slough Borough Council". The team immediately took over several functions associated with financial management and governance after the review concluded that the Council was failing it its best duty in these areas.

- 5.5. To assist with its financial position, the Council has requested additional financial support by way of a capitalisation direction. The Commissioners will play an important role in deciding the outcome of this request.

Wirral Council

- 5.6. During 2021/22, Wirral Council requested Exceptional Financial Support from the DLUHC for 2020/21 and 2021/22 to help it balance its budget by raising capital borrowing to support some of its revenue expenditure. Upon receiving this request, DLUHC commissioned CIPFA to undertake an independent and detailed financial assurance review of Wirral Council. The outcome of this review was published in November 2021.
- 5.7. The review concluded that the financial challenges facing Wirral Council were not solely attributable to dealing with COVID. The ongoing culture amongst officers and Members in the Council prior to COVID had been to avoid difficult financial decisions and this meant that the General Fund reserves needed to meet unexpected events had already been reduced from 8% of net revenue expenditure in March 2018, to an anticipated 3.3% by March 2022. It was considered that the prevailing culture had failed to deliver a realistic and viable financial strategy.
- 5.8. Detailed within the report is the finding that the Council's MTFS to address the financial challenge was not clear about the scale of the challenge or the tough choices that will need to be made to deliver it. The plans relied on considerable savings of £80m up to 2025/26 and that the Council "has failed to deliver over 25% of its savings in the last two years". It was also found that reserves had been reduced over recent years and were held at a level that was lower than similar Councils, which meant that any failure to deliver savings would impact quickly on the Council's ability to set a legal balanced budget.
- 5.9. Whilst the review concluded that the Council's claim for exceptional financial support was reasonable, there were a number of recommendations that the Council needs to implement to improve its financial resilience. These included improvements to its financial planning processes.
- 5.10. These challenges being experienced by other Local Authorities are a warning to the Local Government sector as a whole and emphasise the importance of good financial management and financial resilience.

CIPFA's Local Authority Financial Resilience Index

- 5.11. On 16 December 2019, CIPFA published its first Local Authority Financial Resilience Index which was aimed at supporting the Local Government sector as it faced continued financial challenges. This index was based upon 2018/19 data with a second index (based on 2019/20 data) being published in February 2021. On 28 January 2022, an updated Financial Resilience Index based on 2020/21 data was issued.
- 5.12. This index included nine primary and seven secondary indicators which are listed below.

Primary Indices

- Reserves sustainability
- Level of Reserves
- Change in the use of reserves
- Ratio of interest payable to net revenue expenditure
- Gross external debt held by the Council
- Ratio of children's and adults social care spend to net revenue expenditure

- Proportion of fees and charges to total service expenditure
- Ratio of Council Tax as a proportion of net revenue expenditure
- Difference between baseline funding level and retained income over baseline funding level

Secondary Indices

- Unallocated reserves to net revenue expenditure
 - Earmarked reserves (total usable excluding public health and schools) to net revenue expenditure
 - Average % of change in unallocated reserve
 - Average % of change in earmarked reserves over past 3 years
 - Ratio of HRA reserves divided by net revenue expenditure
 - Ratio of children's social care expenditure to net revenue expenditure
 - Ratio of adult's social care expenditure to net revenue expenditure
- 5.13. The 2021/21 figures have been impacted by COVID-19 which in turn, has had an impact on the use of reserves. As such, CIPFA has indicated that this should be used as a "transitional year" for Councils, however there is still a concern about the financial stability of some Local Authorities. This will be highlighted when income and expenditure trends start to stabilise.
- 5.14. The January 2022 Index advised that none of the Oldham indicators were extremely high risk or a cause for immediate concern. Compared to the February 2021 Index, a number of indicators increased in risk, however, when compared to the nearest neighbour Local Authority comparator group the Council's level of risk is quite low. As mentioned previously, the data for 2020/21 includes the impact of COVID-19 and therefore a like for like comparison with the previous year is difficult. Despite this, the indicators have only risen slightly in some cases and therefore it would be expected that these will reduce once the position begins to stabilise.
- 5.15. The Index has provided some useful information and confirmed the position that, leading into 2021/22 the Council was financially resilient, and this can provide Members with some assurance as to the financial position of the Council.
- 5.16. Based upon the requirement to support the revenue budget over the short to medium term with a significant level of Earmarked Reserves, it should be noted by Members that that this will be reflected in the CIPFA Financial Resilience Index by the reserves risk indicators rising.

CIPFA's Financial Management Code

- 5.17. As a result of the financial challenges facing the Local Government sector, CIPFA introduced the Financial Management Code with the objective being "to support good practice in financial management and to assist Local Authorities in demonstrating their financial sustainability".
- 5.18. The Code is based upon a series of principles which are supported by specific standards of practice which CIPFA consider necessary for a strong foundation. The foundation being the ability to:
- Financially manage the short, medium, and long-term finances of a Local Authority
 - Manage financial resilience to meet foreseen demands on services
 - Financially manage unexpected shocks in their financial circumstances

- 5.19. The Financial Management Code builds on the success of the CIPFA Prudential Code which requires Local Authorities to demonstrate the long-term financial sustainability of their capital expenditure. The Code is also consistent in that it is based upon principles rather than prescriptions and each Local Authority must demonstrate that they meet the requirements of this Code.
- 5.20. A report was considered by the Audit Committee on 17 January 2022, which set out how the Council complies with the Code. Whilst there are a few areas for improvement, the Council's compliance is generally good which can give Members some further assurance about the financial management arrangements within the Council.

Committee of Public Accounts – COVID-19: Local Government Finance

- 5.21. On 4 June 2021, the Committee of Public Accounts published a report on English Local Authorities finance in light of the additional funding provided during the coronavirus crisis. The focus of this report was the issue that “despite receiving additional funding during COVID, many local authorities are in a precarious financial situation and will experience long-term financial effects from the pandemic”. The review looked at the DLUHC's response to the pandemic and produced a number of conclusions and recommendations which included:
- The Department was not sufficiently prepared for the local government finance implications of a severe emergency - *The Department should capture learning from the pandemic and should inform the Committee of Public Accounts by the end of 2021 how it will use this to prepare a flexible framework for responding quickly to the implications of severe national emergencies for local government.*
 - The pandemic has exposed limitations in the data that the Department normally collects from local authorities, meaning it has not had a proper picture of local financial resilience - *The Department should draw on the experience of collecting data during the COVID-19 pandemic to improve its regular collections of local government financial data. The Department needs to examine its arrangements, and make changes as necessary, for oversight of financial risk in the sector and ensure that lessons from the financial issues at Croydon Council have been learned.*
 - The Department has not fulfilled previous assurances that it will be transparent about financial risk in the sector by sharing information with the National Audit Office - *In discussion with the National Audit Office, within three months the Department should find a way to share information relevant to financial risk in the sector, including about individual local authorities, while indicating on what basis it can or cannot be shared further.*
 - The Department's over-optimism about the impact of the pandemic on local authorities' risks leading to reductions in services for local people - *The Department, working with other government departments, should ensure that decision-making about actions to stabilise local government finance is informed by sufficient information about the service implications of current financial pressures. The Department and HM Treasury should ensure that their work for the next Spending Review includes full consideration of the longer-term effects of the pandemic on local government finance and the demands placed on local authorities.*
 - The Department has yet to address the longstanding structural issues within local government finance - *The Department should set out its plans to ensure that local government finance is reconsidered from first principles, reformed in a measured fashion working with the sector, and ultimately new arrangements put in place that are fit for purpose and built to last and that a stable funding environment, ideally based on a multi-year settlement, is established as a bridging mechanism while more fundamental long-term reforms are designed.*
 - It is unacceptable that local authorities continue to face uncertainty about the level of financial support they can expect from government on top of the other pressures and

uncertainty with which they are currently required to cope - *HM Treasury, working with the Department and other departments as necessary, should explore ways that the government can give local authorities more financial certainty as they develop their 2022–23 spending plans.*

- 5.22. Whilst there has been no significant development with the above recommendations, it is encouraging that the DLUHC is investigating ways to assist Councils with forward planning and their financial resilience.
- 5.23. In overall terms, whilst the Council is still facing financial challenges, based on the information currently available, it is financially resilient for the purposes of setting the 2022/23 budget and a Medium-Term Financial strategy up to 2026/27.

6. Budget Recommendations

- 6.1. In conclusion, the Chief Finance Officer is able to advise Members of the robustness of the estimates and the affordability and prudence of capital estimates for 2022/23. Despite the use of reserves over recent years, the current level of reserves remains adequate to support the 2022/23 financial position and demonstrates financial resilience in the short to medium term. However, this is only the case provided that action is taken to ensure that the balances are set at the level of £19.935m for 2022/23 as calculated in this report and that all budget options, or in year alternatives, are delivered as planned and monitored.

7. Consultation

- 7.1. The professional opinion of the Director of Finance on the overall adequacy of the total level of reserves is integral to the sign off of the overall agreed budget. It is seen as a key factor as to why Local Authorities have been able to manage significant on-going year on year reductions in budget whilst remaining financially resilient.
- 7.2. The Earmarked Reserves as set aside by the Council at each financial year-end have been independently verified by the External Auditor.
- 7.3. For the future it is important that the organisation undertakes an appropriate independent scrutiny of its reserves and reduces its reliance on reserves to support the budget setting process. It is proposed that the Audit Committee continues to consider reports from the Director of Finance on the matter.

8. Financial Implications

- 8.1. The review of reserves and provisions has identified that the Council will be required to maintain the recommended level of general balances to support the 2022/23 budget, in line with good practice and the duties of the Director of Finance.
- 8.2. It is essential that the transformation programme is delivered to timeline and value to ensure that there are no unplanned use of reserves and the proposed Medium Term Financial Strategy can be delivered, albeit underpinned by reserves. The 2022/23 financial position will be subject to close monitoring and review and remedial action will be required if there are any variations from the plan.

9. Legal Services Comments

- 9.1. Under Section 25 of the Local Government Act 2003, the Chief Finance Officer must report on the robustness of the estimates made for the purposes of budget calculations and the adequacy of the proposed financial reserves.

10. Co-operative Agenda

- 10.1. The adequacy of reserves and balances to underpin its agreed budget enables the Council to have long term security to support its aims and objectives and takes forward the co-operative ethos of the Council.

11. Human Resources Comments

- 11.1. Not Required.

12. Risk Assessments

- 12.1. There is a statutory requirement for the Director of Finance to calculate the balances required by the Council to support the production of the annual budget. The methodology utilised as detailed in Appendix 1 and 2 of this report is to assess the required level on the basis of risk. (Mark Stenson)

13. IT Implications

- 13.1. Not Required.

14. Property Implications

- 14.1. Not Required.

15. Procurement Implications

- 15.1. Not Required.

16. Environmental and Health & Safety Implications

- 16.1. Not Required.

17. Equality, community cohesion and crime implications

- 17.1. Not Required.

18. Equality Impact Assessment Completed?

- 18.1. Not Required.

19. Key Decision

- 19.1. Yes.

20. Key Decision Reference

- 20.1. FLC-05-21

21. Background Papers

- 21.1. 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 provided in Appendices 1-3
Officer Name: Vickie Lambert / Mark Stenson
Contact No: 0161 770 4783

22. Appendices

- 22.1. Appendix 1 General Balances Calculation
Appendix 2 Eleven Areas of Risk for Oldham Council
Appendix 3 Anticipated Earmarked Reserves as at 31/03/2022

General Balances Calculation

Appendix 1

Area of Risk	2022/23 Budget £000	Risk Factor	Value £000	2023/24 Budget £000	Risk Factor	Value £000	2024/25 to 2026/27 Budget £000	Risk Factor	Value £000
Inflation									
Salaries including pensions	106,367	0.50%	532	114,902	0.50%	575	119,794	0.50%	599
Premises	13,018	0.25%	33	14,268	0.50%	71	15,518	0.50%	78
Transport	5,822	0.25%	15	6,072	0.50%	30	6,322	0.50%	32
Supplies	124,954	0.25%	312	123,935	0.25%	308	122,428	0.25%	306
PFI	21,708	0.00%	0	21,925	0.25%	55	22,144	0.50%	111
Other	Quantum		250	Quantum		250	Quantum		250
			1,142			1,289			1,376
Interest Rates									
Changes in rates	Quantum		500	Quantum		250	Quantum		250
			500			250			250
Grants									
Business Rates Top Up	42,439	0.00%	0	36,500	0.55%	201	36,500	0.80%	292
Revenue Support Grant	0	0.00%	0	17,945	1.00%	179	18,304	1.00%	183
Public Health Grant	0	0.00%	0	17,559	1.00%	176	17,910	1.00%	179

Improved Better Care Fund	11,187	0.00%	0	11,411	0.00%	0	11,639	0.00%	0
Social Care Support Grant	12,132	0.00%	0	12,132	1.00%	121	12,132	1.25%	121
Lower Tier Services Support Grant	428	0.00%	0	428	0.00%	0	428	0.00%	0
Independent Living Fund Grant	2,580	0.00%	0	2,580	1.00%	26	2,580	1.25%	32
H. Benefit/ Council Tax Support	1,195	0.00%	0	1,202	1.00%	12	1,210	1.00%	12
New Homes Bonus	562	0.00%	0	0	0.00%	0	0	0.00%	0
Anticipated Levelling Up Resources	0	0.00%	0	5,029	1.00%	50	5,029	1.00%	50
Grants in Lieu of Business Rates	19,471	1.00%	195	13,368	0.75%	100	13,368	0.75%	100
2022/23 Services Grant	4,467	0.00%	0	0	0.00%	0	0	0.00%	0
Market Sustainability and Fair Cost of Care Fund	758	0.00%	0	0	0.00%	0	0	0.00%	0
New Burdens - Revenue and Benefits	13	0.00%	0	0	0.00%	0	0	0.00%	0
Adult Social Care – Building Back Better	0	0.00%	0	5,300	1.50%	80	7,580	1.75%	133
Discretionary Housing Payments Grant	605	0.00%	0	605	0.00%	0	605	0.00%	0
PFI Credits	13,262	1.00%	132	13,262	1.00%	132	13,262	1.00%	132
			327			1,077			1,234
Estimated Budgets									
Academies Loss	Quantum		75	Quantum		75	Quantum		75

Carbon Emissions	Quantum		50	Quantum		50	Quantum		50
			125			125			125
Volume Changes									
Council Tax including Adult Social Care	103,326	1.00%	1,032	106,185	0.25%	265	109,204	0.25%	273
Retained Business Rates	51,850	1.00%	519	25,663	1.50%	385	25,663	3.00%	770
Unity Partnership Ltd	Quantum		500	Quantum		250	Quantum		250
			2,051			900			1,293
Budget Savings									
2022/23	11,735	25.00%	2,934	11,735	2.00%	235	11,735	2.00%	235
2023/24	0	0.00%	0	16,711	30.00%	5,013	16,711	3.00%	501
2024/25	0	0.00%	0	0	0.00%	0	8,117	30.00%	2,435
			2,934			5,248			3,171
Insurance									
Medical Malpractice linked to Health Devolution	Quantum		100	Quantum		100	Quantum		100
			100			100			100
Emergency Planning									
ICT disaster	Quantum		500	Quantum		500	Quantum		500
Flooding	Quantum		500	Quantum		500	Quantum		500
Offices	Quantum		500	Quantum		250	Quantum		125
Emergency Planning	Quantum		1,000	Quantum		750	Quantum		650
Contractor Failure	Quantum		1,000	Quantum		1,000	Quantum		1,000
Environmental Incident	Quantum		750	Quantum		750	Quantum		1,000

Unforeseen disaster	Quantum		1,000	Quantum		1,000	Quantum		1,250
			5,250			4,750			5,025
Changes									
Debt Collection	Quantum		100	Quantum		175	Quantum		250
			100			175			250
Financial Guarantees									
Contractual Disputes	Quantum		1,000	Quantum		1,000	Quantum		1,000
Levying Bodies	Quantum		250	Quantum		250	Quantum		500
Pensions	Quantum		1,000	Quantum		750	Quantum		750
Devolution	Quantum		250	Quantum		250	Quantum		250
Investments	Quantum		1,000	Quantum		750	Quantum		750
Grant Claw back	Quantum		250	Quantum		250	Quantum		500
			3,750			3,250			3,750
Other									
Transformation Agenda	Quantum		1,000	Quantum		1,250	Quantum		1,750
Flexible Use of Capital Receipts	Quantum		250	Quantum		0	Quantum		0
General	Quantum		500	Quantum		750	Quantum		1,500
COVID Legacy	Quantum		1,906	Quantum		2,104	Quantum		1,591
			3,656			4,104			4,841
TOTAL			19,935			21,268			21,415

Eleven Areas of Risk for Oldham Council

Number	Area of Risk	Analysis of Risk
1	Inflation is underestimated in the original agreed estimates	With inflation rates expected to rise to 5% by April 2022 when the next round of capped gas prices will increase, any certainty around future inflation rates has decreased. With the Consumer Price Index (CPI) rising in 2021/22 by one of the largest increases seen for 20 years, and an expectation that rates will remain high during 2022/23 there is a risk that inflationary increases within the estimates could be underestimated over the MTFS period.
2	Interest rates are underestimated	This is similar to 1 above, but for a specific area of risk. The Council has appointed The Link Group as its Treasury Adviser and part of its service is to assist the Council to formulate a view on interest rates. The Link Group central view of interest rates from December 2021 to March 2025 are based on PWLB Certainty Rate. The Certainty Rate is 80 basis points over gilt yields, and is a reduced rate offered to Local Authorities who qualify providing their plans for long-term borrowing and associated capital spending meet the criteria. The Council has applied for and been approved for the Certainty Rate which covers the period November 2021 to October 2022. There are significant risks to these interest forecasts which include: • Labour and supply shortages prove more enduring and disruptive and depress economic activity. • Mutations of the COVID-19 virus render current vaccines ineffective, and tweaked vaccines to combat these mutations are delayed, resulting in further national lockdowns or severe regional restrictions. • The Monetary Policy Committee acts too quickly, or too far, over the next three years to raise Bank Rate and causes UK economic growth, and increases in inflation, to be weaker than anticipated. • The Monetary Policy Committee tightens monetary policy too late to ward off building inflationary pressures.

		There is the specific risk to consider here of the continued volatile banking market and the consequential risk to Councils of the security of their investments.
3	Changes to grant funding regimes	The Government system for allocating grants can appear short-term and a “best guess” approach has to be used because of uncertainty. Currently there are a number of issues with the general regime. The Government’s three-year spending review only gave a high level indicator of funding allocations for 2022/23 to 2024/25. The Provisional Local Government Finance Settlement provided detailed information for only 2022/23. Forward planning for future financial years can only therefore be based on indicative estimates. Changes to the present business rates regime linked into the full Business Rates Retention pilot being managed by the Greater Manchester family may now not be implemented, instead being replaced by the Levelling Up Agenda. Major changes to the Local Government Finance System have been expected for several years and have been delayed repeatedly. No details were included within the 2022/23 Provisional Settlement. It is expected that there will be consultation on changes to the Local Government Finance system during 2022/23 for implementation in 2023/24 as part of the Government’s levelling up agenda. The continuing transformation of functions linked into devolution such as those provided by the health service. Changes to the types of expenditure than can be funded by a particular grant is also a potential issue i.e., Dedicated Schools Grant.
4	Some budgets are only indicative at the time the budget is agreed	There are some initiatives that will be implemented during the financial year but are not sufficiently advanced to accurately cost. The impact of the current trend where a number of schools currently administered by the Council who may wish to become an independent Academy is unknown and the corresponding impact this has on previously notified grant funding.

5	Volatility in some budget headings between years	There are long standing areas of risk where the Council budgets for the middle of the range but might find the outturn for a year at the higher end. In respect of Council Tax there is a risk that the Collection Rate falls reducing the future amount which can be drawn down in future years. The Collection Rate for 2022/23 remains at 96.75% which is lower than before the global pandemic.
6	Efficiency gains expected in the agreed budget are not achieved	The budget includes an assumption that the Council will deliver savings; the risk is that they may be delivered at a slower rate than is currently expected. Based upon 2009/10 to 2021/22 experience, the achievement of the budget reduction programme in monetary terms has been good, although it is becoming increasingly difficult for services to be maintained. In the next five financial years from 2022/23 there are further challenging budget savings required, given the context in which the Council is operating. These savings requirements mean it is prudent to retain some balances should these targets not be achieved.
7	Unforeseen Insurance Costs	Acts of God can result in higher insurance traffic than had been anticipated. Oldham Council would seem to be appropriately covered on this aspect regarding the general assessment in that it has been based on a detailed yearly Actuarial Review. It also has included a reserve to meet the costs of Municipal Mutual Insurance (MMI) claims should the Scheme of Arrangement be activated. The assessment of the Council that the scheme would be activated proved to be accurate and sensible prudent accounting has negated any financial impact from the initial levy. The matter will now be subject to continual review. The uncertainty going forward is associated with the current economic climate and adverse weather conditions, which it is anticipated, will increase the number of claims made against the Council. On the present Insurance arrangements however the value of claims is individually capped at £250,000 for liability claims and £100,000 for premises.

8	Emergencies which cannot be foreseen which can occur on an ad hoc basis	Were disasters to occur, the Council needs to have balances in place to pick up costs that will fall to the Local Authority. A disaster such as one involving ICT could occur on a one-off basis. The Council area does also cover higher grounds including Saddleworth, which if weather conditions are extreme can lead to additional unbudgeted costs such as snow clearance or flooding in winter. There is an emerging risk to the Council around the environmental impact from items outside of its control such as the illegal dumping of waste which requires remediation.
9	Changes to budgets where targets are not met	Change involves amending working practices and often there is no evidence that the new ways of working will deliver savings in line with expectations. The assumptions made maybe wrong. This is the most difficult area to predict but there will be unforeseen costs which are not envisaged when the budget is prepared. It is also anticipated that a change in the general environment caused by an economic shock outside the control of the Council could cause a reduction in the debt collected.
10	Financial and Partnership guarantees given by the Council including health devolution	There are a number of obligations and risks to the Council around its financial guarantees which have been given to a wide variety of organisations and projects: • In a complex organisation there are contractual disputes for claims against the Council. • There is a desire from contributing Districts to keep GMCA levy increases as low as possible. This will increase the financial stress on these organisations and ultimately it is the Districts who would assist if there is a shortfall. • In respect of staff previously employed by the Council but transferred to other organisations the Council has agreed to underwrite the pension costs. This risk has increased in recent times due to changes in national standards regarding recognising cost risk. • Grant clawback could occur whereby the Council is the accountable body for a grant. • Investments of the Council where market value can fluctuate. • There is a risk around Health Devolution and associated financing agreements between the Council and Oldham CCG (and its successor body).
11	Unforeseen Events	This covers matters not considered in 1-10 but where it is considered prudent to hold an amount in the General Balances and this includes COVID Legacy.

Anticipated Earmarked Reserves as at 31/03/2022

Earmarked Reserve	Balance £000	Assessment of Current Risk
Council Initiatives Reserve	(1,982)	There are a number of projects and programmes of work which the Council considers to be priority initiatives. This includes: 1) There is a Corporate Priority to support the learning and attainment agenda to promote the improvement of results in schools. 2) Costs associated with the development of the Corporate Plan Priorities.
Insurance Reserve	(9,985)	This includes: i) Any claims made prior to 1974 when the external insurance arrangements of the Council are not clear, and the assumption is that the Council will bear the full cost of any claim made. ii) Claims relating to asbestos related matters which are not covered by external insurance premiums. These claims are expected to reach their peak in the next ten years. iii) Derelict buildings classed as heritage buildings where the Council's Insurers will only provide insurance cover on a debris only basis. Should there be a fire then it is possible the Council will have to replace at full cost without insurance cover in place. iv) Other claims against the Council not covered by the terms and conditions of the Insurance Policy. A recent trend has been for insurance companies to be more challenging around whether coverage is in place for high value claims. The amount to include in the Insurance Reserve at the year-end is calculated via an Actuarial report which will be produced for the end of the financial year 2022/23. The amount could increase or decrease at the year-end as reported dependent upon the output of this Actuarial Review.

Page 820

Adverse Weather Reserve	(1,000)	This reserve is set aside to support unplanned expenditure as a result of an unforeseen weather event such as flooding or severe winter weather when the base budget provision is not adequate to meet the costs incurred within the financial year. As seen in recent events within the North West area the damage caused by severe weather cannot be foreseen at budget setting and can be considerable in terms of damage caused.
Transformation Reserve	(5,952)	This reserve has agreed resources set aside to provide for any costs of implementing the Council's budgets requirements as set out in the Medium-Term Financial Strategy to fund investment required to enable the continued transformation of services to achieve efficiency savings.
Lifecycle Costs Reserve	(1,521)	This reserve is required to support the Fleet Management Programme and the replacement of assets as and when they have reached the end of their lifecycle.
Fiscal Mitigation Reserve	(11,283)	The financial environment in which the Council operates has changed from 1 April 2013. Instead of having certainty around the amount of income it will receive in relation to Business Rates, there is a risk of underperformance and business rate appeals. Should there be less income collected than previously estimated, then a proportion of the loss falls on the Council and will impact on the overall amount of resources available for future budgets. It is also the case that the cost of change will be considerable given the budget reductions required from the Council in the next five years.
Balancing Budget Reserve	(34,930)	This reserve contains resources to support the revenue budget in future years as detailed within the financial strategy. This reserve provides the resources required to underpin the 2022/23 budget, with £10.101m of corporate reserves, £1.805m of specific reserves and the £13.092m to be used to support the Collection Fund deficit in 2022/23. It also holds the £8.500m of reserves to support the 2023/24 and 2023/24 budget with £1.432m of specific reserves for Greater Manchester Bus Reform in 2024/25.

Page 821

Regeneration Reserve	(2,152)	The Council has an extensive and ambitious regeneration agenda and resources have been set aside to support the Creating a Better Place Programme.
Integrated Working Reserve	(17,028)	This reserve represents resources that have been set aside to support initiatives arising from the Greater Manchester devolution agenda including joint working with the Oldham Clinical Commissioning Group (CCG) around Adult Social Care, other Greater Manchester Councils, and the Greater Manchester Combined Authority.
Directorate Reserves	(1,345)	This is a reserve created following discussions within the Council whereby requests from services to finance future expenditure on key Council priorities have been agreed.
District Executive Reserve	(594)	This is a reserve which has funds set aside to support existing commitments of the District Executives across the Borough.
Emergency and External Events Reserve	(2,000)	This reserve has been established to ensure that the Council has sufficient resources to address costs arising from events such as flooding including the requirement to undertake emergency repairs.
Total Estimated Earmarked Reserves 31/03/2022		
	(89,772)	

Schools/Grant Related Reserves

Individual School Balances	(7,946)	This Earmarked Reserve consists of the estimated individual school balances as at 31 March 2022 held by schools under their delegated budgets. These funds are not available for Council use.
Revenue Grants Reserve	(5,510)	This is a technical reserve created under the accounting requirements of International Financial Reporting Standards. It relates to grants received often in relation to education services which are paid over to the Council in the financial year but with grant conditions giving the flexibility for the expenditure to be incurred by the end of the Academic Year. Previously these grants would have been classed as receipts in advance in the final accounts. The funding must be spent in accordance with the specific grant conditions.