Oldham Borough Council



Budget Council Meeting
Wednesday 28th February 2024

OLDHAM BOROUGH COUNCIL

To: ALL MEMBERS OF OLDHAM BOROUGH COUNCIL,
CIVIC CENTRE, OLDHAM

Tuesday, 20th February 2024

You are hereby summoned to attend a meeting of the Council which will be held on Wednesday 28th February 2024 at 6.00 pm in the Council Chamber, Civic Centre, Oldham, for the following purposes:

1 To receive apologies for absence

2 To receive declarations of interest in any matter to be determined at the meeting

3 To receive communications relating to the business of the Council

4 To note the minutes of the Budget Cabinet Meeting held on 12th February 2024 and to consider the recommendations of Cabinet in relation to the Budget for 2024/25 and further to the following attached reports (Pages 1 - 632)

a) Housing Revenue Account Estimates for 2024/25 to 2028/29 and Projected Outturn for 2023/24
b) Treasury Management Strategy Statement 2024/25 including the Annual Investment Strategy, Borrowing Strategy and Prudential Indicators
c) Council Tax Reduction Scheme 2024/25
d) The Revenue Budget and Capital Programme for 2024/25
    i. Revenue Budget 2024/25 and 2025/26 and Medium-Term Financial Strategy 2024/25 to 2028/29
    ii. Capital Strategy and Capital Programme 2024/25 to 2028/29 and Minimum Revenue Provision (MRP) Policy Statement

Liberal Democrats Budget Amendment Proposals 2024/25
Conservative Budget Amendment Proposals 2024/25

And if thought fit, pass the following resolutions:

1. That it be noted that on 22nd January 2024, the following amounts were approved by the Cabinet as the Council's Council Tax Base for the financial year 2024/25:
    a) 59,380 for the whole Council area [Item T in the formula in Section 31B of the Local Government Finance Act 1992, as amended (the "Act")
    b) 9,150 for dwellings in the Saddleworth Parish area to which a Parish precept relates
    c) 5,724 for dwellings in the Shaw and Crompton Parish area to which a Parish precept relates

2. That the Council Meeting approve the Council Tax Requirement for the

Council's own purposes for 2024/25 (excluding Parish precepts) as being £116,154,999

3. That the following amounts be calculated by the Council for the year 2024/2520 in accordance with sections 31A to 36 of the Local Government Finance Act 1992:

a) £716,905,666 being the aggregate of the amounts which the Council estimates for the items set out in section 31A(2) of the Act taking into account any Precepts for the Saddleworth and Shaw & Crompton Parish areas

b) £600,396,029 being the aggregate of the amounts which the Council estimates for the items set out in section 31A(3) of the Act.

c) £116,509,637 being the amount by which the aggregate at 3(a) above exceeds the aggregate at 3(b) above, calculated by the Council, in accordance with section 31A(4) of the Act, as its Council Tax Requirement for the year (Item R in the formula in Section 31B of the Act).

d) £1,962.10 being the amount at 3(c) above, all divided by Item T (1(a) above), calculated by the Council, in accordance with section 31B of the Act, as the basic amount of its Council Tax for the year (including Parish precepts).

e) £354,638 being the aggregate amount of all special items referred to in section 34(1) of the Act, being the Saddleworth and Shaw & Crompton Parish precepts.

f) £1,956.13 being the amount at 3(d) above less the result given by dividing the amount at 3(e) above by the amount by Item T (1(a) above), calculated by the Council, in accordance with section 34(2) of the Act, as the basic amount of its council tax for the year for dwellings in those parts of its area to which no special item relates.

g) £1,983.14 Saddleworth Parish area
being the amounts given by adding to the amount at 3(f) above the amounts of the special item or items relating to dwellings in those parts of the Council's area mentioned at 3(e) above divided by the amount at 1(b) above, calculated by the Council, in accordance with section 34(3) of the Act, as the basic amounts of its council tax for the year for dwellings in those parts of its area to which one or more special items relate.

h) £1,974.91 Shaw & Crompton Parish area
being the amounts given by adding to the amount at 3(f) above the amounts of the special item or items relating to dwellings in those parts of the Council's area mentioned at 3(e) above divided by the amount at 1(c) above, calculated by the Council, in accordance with section 34(3) of the Act, as the basic amounts of its council tax for the year for dwellings in those parts of its area to which one

or more special items relate.

4. That it be noted that for the year 2024/25 the Mayoral Police and Crime Commissioner Precept and the Mayoral General Precept (including Fire Services) for Greater Manchester have been issued to the Council in accordance with section 40 of the Local Government Finance Act 1992, for each category of dwellings in the Council's area as indicated in the table below.

5. That the Council, in accordance with sections 30 to 36 of the Local Government Finance Act 1992, hereby sets the aggregate amounts shown in the tables below as the amounts of Council Tax for 2024/25 for each part of its area and for each of the categories of dwellings.

Authority/Parish	**Council Tax Bands (£)**							
	A	B	C	D	E	F	G	H
Oldham Council	1,304.08	1,521.43	1,738.78	1,956.13	2,390.82	2,825.52	3,260.21	3,912.26
Mayoral Police and Crime Commissioner Precept	170.86	199.34	227.82	256.30	313.25	370.21	427.16	512.60
Mayoral General Precept (including Fire Services)	75.30	87.85	100.40	112.95	138.05	163.15	188.25	225.90
Saddleworth Parish Precept	18.00	21.00	24.00	27.01	33.01	39.01	45.01	54.02
Shaw and Crompton Parish Precept	12.52	14.60	16.69	18.78	22.95	27.12	31.30	37.56

AGGREGATE OF COUNCIL TAX REQUIREMENTS

Authority/Parish	**Council Tax Bands (£)**							
	A	B	C	D	E	F	G	H
Saddleworth Parish Area	1,568.24	1,829.62	2,091.00	2,352.39	2,875.13	3,397.89	3,920.63	4,704.78
Shaw & Crompton Parish Area	1,562.76	1,823.22	2,083.69	2,344.16	2,865.07	3,386.00	3,906.92	4,688.32
All other parts of the Council's Area	1,550.24	1,808.62	2,067.00	2,325.38	2,842.12	3,358.88	3,875.62	4,650.76

NOTE: The meeting of the Council will conclude 3 hours and 30 minutes after the commencement of the meeting.



Harry Catherall
Chief Executive

PROCEDURE FOR NOTICE OF MOTIONS
NO AMENDMENT

MOTION – Mover of the Motion to MOVE

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MOTION – Seconder of the Motion to SECOND – May reserve right to speak

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DEBATE ON THE MOTION: Include Timings

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MOVER of Motion – Right of Reply

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VOTE – For/Against/Abstain

↓

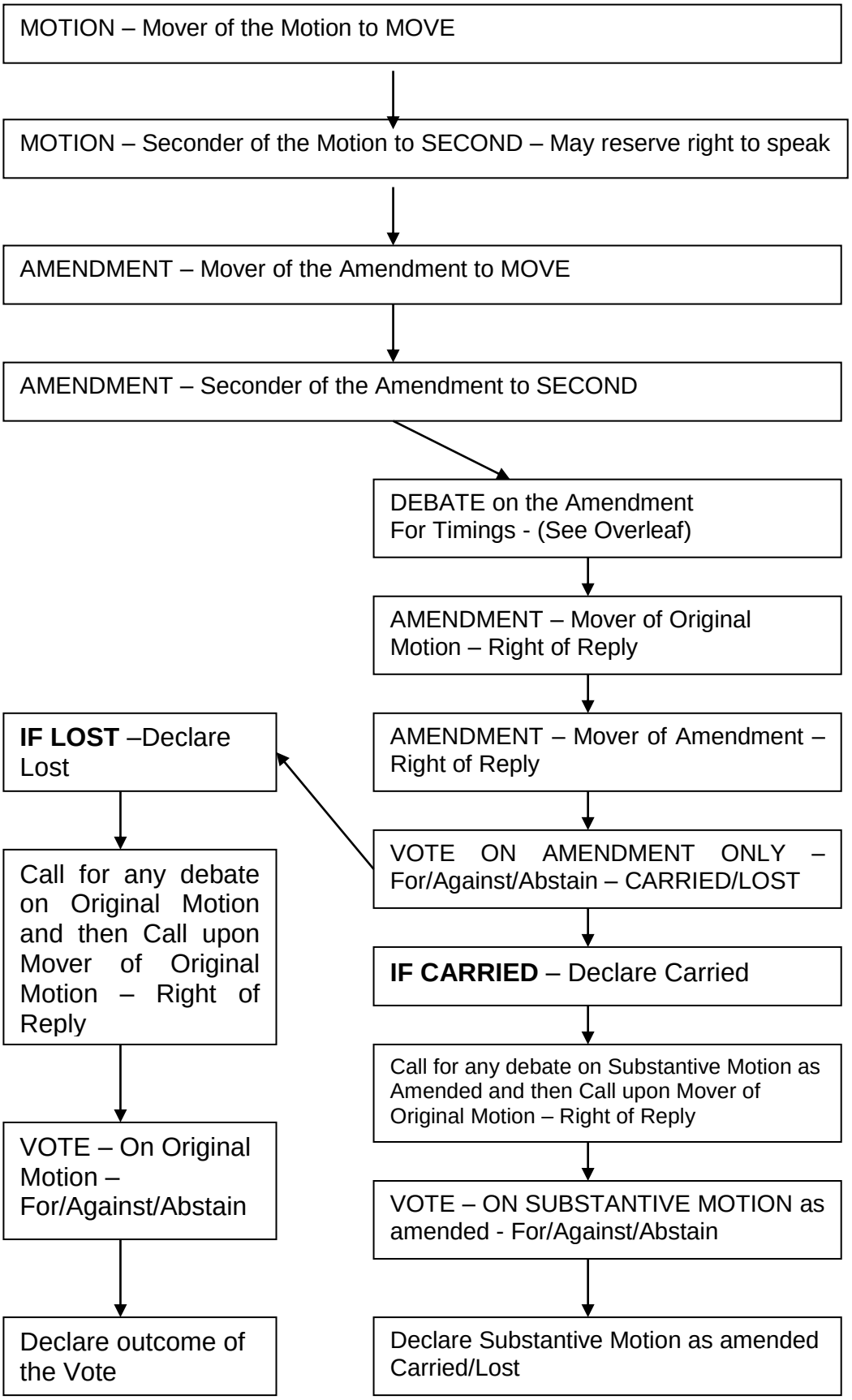
Declare outcome of the VOTE

RULE ON TIMINGS

(a) No Member shall speak longer than four minutes on any **Motion or Amendment**, or by way of question, observation or reply, unless by consent of the Members of the Council present, he/she is allowed an extension, in which case only one extension of 30 seconds shall be allowed.

(b) A Member replying to more than one question will have up to six minutes to reply to each question with an extension of 30 seconds

WITH AMENDMENT



CABINET
12/02/2024 at 6.00 pm

Present: Councillor Shah (in the Chair)
Councillors Ali, Brownridge, Dean, Goodwin, F Hussain, Jabbar, Mushtaq and Taylor

1 **APOLOGIES FOR ABSENCE**

There were no apologies for absence received.

2 **URGENT BUSINESS**

There were no items of urgent business received.

3 **DECLARATIONS OF INTEREST**

There were no declarations of interest received.

4 **PUBLIC QUESTION TIME**

There were no public questions for this meeting of the Cabinet ot consider.

5 **MINUTES**

Resolved:
That the Minutes of the meeting of the Cabinet held on 22nd January 2024, be approved as a correct record.

6 **DRAFT MINUTES OF THE GOVERNANCE, STRATEGY AND RESOURCES SCRUTINY PANEL HELD 25TH JANUARY 2024**

The Cabinet considered the draft minutes of the Governance, Strategy and Resources Scrutiny Board, held on 25th January 2024. It was noted that the Scrutiny Board, in terms of the report relating to the Revenue Budget 2024/25 and 2025/26 and the Medium-Term Financial Strategy 2025/26 through to 2028/29, was asking that Council approve the recommendations contained in the Director of Finance's report.

Resolved:
That the deliberations and comments of the Governance, Strategy and Resources Scrutiny Board, held on 25th January 2024 be noted.

7 **DRAFT MINUTES OF THE GOVERNANCE, STRATEGY AND RESOURCES SCRUTINY PANEL HELD 8TH FEBRUARY 2024**

Consideration was given to the Draft Minutes of the Governance, Strategy and Resources Scrutiny Board's meeting held on 8th February 2024, of the proposed Opposition budgets as presented by the Liberal Democrat and Conservative groups.

The Governance, Strategy and Resources Scrutiny Board had recommended that the Cabinet review the following three budget reduction proposals that had been submitted by the Liberal Democrat Group and to reject the Conservative proposals:

a. OPP-BR1-201 – Reconstruction of Council priorities with regards to the communications and Research Service (£0.365m).
b. OPP-BR1-202 – Reduction in mileage budgets to reflect change in work practices (£0.055m)
c. OPP-BR1-204 – review of car allowances to reduce the amount paid as a lump sum to staff doing zero or minimal mileage.

Cabinet considered the proposals and summarised information in relation to the Liberal Democrat proposals.

Resolved:
1. That the deliberations and comments of the Governance, Strategy and Resources Scrutiny Board's meeting held on 8th February 2024, be noted.
2. That the alternative budget proposals presented by the Liberal Democrats and Conservatives Groups be not accepted.

8 **REVENUE MONITOR AND CAPITAL INVESTMENT PROGRAMME 2023/24 (MONTH 8 - NOVEMBER 2023)**

The Cabinet considered a report of the Director of Finance which provided members with an update on the Council's 2023/24 forecast revenue budget position, at Annex 1 and the financial position of the capital programme as at 30th November 2023 (Month 8) together with the revised capital programme 2023/24 to 2027/28, as outlined in section two of the report at Annex 2.

The report advised that the forecast outturn position for 2023/24 was a projected adverse variance of £16.194m after allowing for approved and pending transfers to and from reserves. There are significant variances contained within the projected net overspend within three areas forecasting pressures:
• Children's Services is forecasting a pressure of £13.386m;
• Place and Economic Growth is forecasting a pressure of £5.312m; and
• Community Health and Adult Social Care is forecasting a pressure of £0.815m.

These pressures will continue to be closely monitored for the remainder of the financial year with action taken to address variances and mitigating action to be taken as appropriate and as detailed in the submitted report. Favourable variances across the remaining portfolios totalling £3.318m were offsetting these pressures in these three areas.

The forecast pressure of £16.194m at Month 8 was an increase of £1.605m on the adverse position of £14.589m reported at quarter 2. Management actions that have been approved to review and challenge planned expenditure, control recruitment and to maximise income would hopefully have an impact on the anticipated the outturn deficit position. This should be demonstrated in the update report that will be presented to Cabinet at month 9. Information on the Month 8 position of the

Dedicated Schools Grant (DSG), Housing Revenue Account (HRA) and Collection Fund were also outlined in the submitted report.

As reported to previous Cabinet meetings, the position on the DSG continued to improve and as at month 8 it was forecasting an in-year surplus of £2.117m, with an estimate that the year-end position will be a surplus of £3.561m. Action will continue to be taken with the aim of mitigating cost pressures and delivering and maintaining a surplus position. To assist, Oldham is taking part in the Department for Education sponsored Delivering Better Value in SEND (Special Educational Needs and Disabilities) which will provide dedicated support for the SEND Review reforms to 55 Local Authorities with historical DSG deficit issues with the aim of putting the DSG of participating Authorities on a more financially sustainable footing There was currently no significant issues of concern in relation to the HRA. The Collection Fund was forecasting an in-year surplus of £0.805m. The Collection Fund was reported as being particularly volatile, whilst currently in surplus the position would continue to be closely monitored throughout the year as any surplus or deficit at the end of the financial year would have a direct budgetary impact in 2024/25.

The report outlined the most up to date capital spending position for 2023/24 to 2027/28 for approved schemes. The revised capital programme budget for 2023/24 is £78.633m at the close of month 8, representing a net decrease of £31.672m from the original budget of £110.305m. the actual expenditure to 30 November 2023 was £46.267m (58.84% of the forecast outturn). It is likely that the forecast position would continue to change as the year draws to a close with additional re-profiling into future years.

The Month 8 Revenue Monitor and the Capital Investment Programme 2023/24 report was presented to the Governance, Strategy and Resources Scrutiny Board on 25th January 2024, to accompany the suite of 2024/25 budget reports. The Scrutiny Board was content to note the report and commend it to this Cabinet meeting for approval.

Options/alternatives considered:

The options available to Cabinet were:

a. To consider the forecast revenue and capital positions presented in the report including proposed changes; and
b. To propose alternative forecasts.

Resolved:
That the Cabinet approves and commends to Council:

1. The forecast revenue outturn for 2023/24 at Month 8 being a £16.194m adverse variance.
2. The forecast positions for the Dedicated Schools Grant, Housing Revenue Account and Collection Fund.
3. The revised capital programme for 2023/24 and the forecast for the financial years to 2027/28 as at Month 8.

9 **REVENUE BUDGET 2024/25 AND 2025/26 AND MEDIUM TERM FINANCIAL STRATEGY 2024/25 TO 2028/29**

The Cabinet considered a report of the Director of Finance which provided members with the budget reduction requirement and the Administration's budget proposals for 2024/25 and a forecast of the 2025/26 position having regard to the Provisional Local Government Finance Settlement (PLGFS) published on 18 December 2023. The report also presents the financial forecasts for the remainder of the Medium-Term Financial Strategy (MTFS) period 2025/26 to 2028/29.

The submitted presented the Council's Revenue Budget for 2024/25 together with the budget reduction requirement and the Administration's budget proposals for 2024/25 including Council Tax intentions. It also provides a forecast of the 2025/26 position and the financial forecasts for the remainder of the MTFS period, 2026/27 to 2028/29. A version of the Revenue Budget 2024/25 and 2025/26 and Medium Term Financial Strategy 2024/25 to 2028/29 had been presented to the Governance, Strategy and Resources Scrutiny Board's meeting on 25th January 2024. The Board scrutinised the report and the other reports on the agenda that formed a core part of the Council's strategic financial planning framework.

Section 1 presented an introduction to the report and explained the report format. Section 2 sets out key Council Policies and Strategies including the Co-operative Council Values, Corporate Plan, Constitution and Rules of Procedure, as the framework within which the Budget has been prepared.

Section 3 of the report presented Local Government Finance developments which have an impact on 2024/25 and future years budgets. It also highlighted the Chartered Institute of Public Finance and Accountancy (CIPFA) Financial Resilience Index, the CIPFA Financial Management Code.

Section 4 presented the Local Government Finance Policy Statement 2024 to 2025 which set out the Government's intentions to assist financial planning for Councils. It also detailed the impact of the 2024/25 PLGFS which had been the sixth consecutive one-year Settlement. This included key information in relation to overall funding levels, Council Tax referendum limits and grants for 2024/25.

Section 5 presented the 2023/24 revised budget and year end forecasts. The 2023/24 revenue budget forecast outturn position (detailed at Table 5 in the report) highlighted a current unfavourable projected variance of £16.2m; which would need to be financed from reserves. This represented an addition to the general contribution from reserves of £9.5m approved by Council in March 2023, plus contributions from other earmarked reserves for specific projects/initiatives of some £7m. This meant that the total contribution from reserves in 2023/24 would be in the order of £34m: a situation that was not sustainable and

which had significantly reduced the financial resilience of the council.

Section 6 of the report presented a range of expenditure pressures that contributed to the budget gap. In total they contribute £28.7m, an increase of £13.9m compared to the forecast presented to Full Council on 1st March 2023. The expenditure pressures for 2025/26 were projected at a further £23m. The main pressures arise from pay, expenditure on Council buildings, increased demand and prices for Children's Social Care service provision and an increased demand for temporary accommodation.

Section 7 sets out the forecast impact of the payment of levies and contributions to the Greater Manchester Combined Authority (GMCA) and a levy to the Environment Agency (EA). It showed a reduction in expenditure of £2.1m in the 2024/25 budget forecast compared to the March 2023 forecast, of which £1.4m relates to bus reform expenditure deferred until 2025/26. The final levies position will be confirmed during February 2024.

Section 8 presented the impact of the PLGFS announced on 18th December 2023 in respect of central Government Grants. It also provides a commentary on the grants announced by or derived from the PLGFS. There was, it was noted, no significant change from the assumptions reported to Council in March 2023.

Section 9 sets out how the Locally Generated Income from both Business Rates and Council Tax will support the Council budget. The PLGFS confirmed referendum limits for general purpose Council Tax will remain at 3% each year from April 2024 without the need to hold a referendum. In addition, the threshold for Adult Social Care Precept (ASCP) will remain at a maximum of 2% each year from April 2024. There remains a requirement to evidence that the funds generated from this precept are used for Adult Social Care expenditure. The section sets out:

A. The income to support the budget from Retained Business Rates and how this helps to reduce the level of budget reductions required. In total, Retained Business Rates income has increased from a forecast £50.2m to £56.3m as the Council continues to benefit from the GMCA Business Rates Retention Pilot Scheme. Most of the increase relates to increased transitional payments and a reduction in the provision in respect of appeals. The GMCA is entitled to part of this increase in Business Rates Income, currently estimated at £1.2m. The Business Rates income figure reflects the information contained within the NNDR1 Government submitted on 31 January 2023.
B. The Council Tax position for 2024/25, advising that:
    i. The Council Tax Base is 59,380, up from 58,500 in 2023/24 and broadly in line with the position assumed in March 2023. o A 2.99% increase in general purposes Council

Tax increase is proposed together with a 2% increase for the Adult Social Care Precept.

ii. An increase of 4.99% would not require a Council Tax referendum as it would be within the referendum criteria issued by the Government in the PLGFS.

iii. The Council proposes to continue to provide no Council Tax Empty Property Discount and increase the Empty Property Premium from 1st April 2025.

iv. Total Council Tax to be generated for use by the Council based on the Tax Base and the 4.99% increase (including the adult care social precept) is £116.2m in 2024/25.

v. The Greater Manchester Police and Crime Commissioner precept was confirmed on 30 January 2024 with an increase of £13 for a Band D Council Tax. o The Greater Manchester Mayoral General Precept (including Fire Services) will be confirmed on 9 February 2024.

vi. Saddleworth Parish Council agreed its precept on 18 December 2023 and Shaw and Crompton Parish Council agreed its precept on 30 January 2024. Confirmed figures are presented in the report.

Section 10 of the report outlined the impact of Collection Fund (the ringfenced account within which Council Tax and Business Rates are managed). The 2023/24 Collection Fund forecast outturn projection as outlined in the month 8 financial monitoring report produced a net surplus of £0.75m of which the vast majority was Oldham Council's share and would be available to support the 2024/25 revenue budget.

Section 11 outlined the review of previously approved 2024/25 and 2025/26 Budget Reductions agreed in the 2021/22 and 2023/24 Revenue Budget Reports and advises that there has been some reprofiling of anticipated benefits.

Section 12 detailed the proposal to use capital receipts flexibly to finance expenditure leading to transformation in the sum of £2.6m for 2024/25 and a further £2.6m in 2025/26.

Section 13 of the report looked at the revision to estimates for the financial years 2024/25 to 2025/26 compared to the position previously reported to Council on 1st March 2023. This presented a revised budget reduction requirement (before the use of reserves) of £20.6m for 2024/25 and £7.0m for 2025/26. Having regard to the proposed increase in Council Tax,

Section 14 presented the Administration's approach to balancing the budget for 2024/25 via the budget reduction process. There were a total of 34 proposals presented in accordance with Political Portfolios. These were expected to deliver savings

totalling £11.0m and to impact approximately 90 FTEs in 2024/25. The proposals also had an impact on 2025/26 of £4.8m. All the proposals were presented in summary at Appendix 5 and in more detail at Appendix 6. Assuming approval of the 2024/25 budget reduction proposals and taking into account the impact of one-off budget reduction proposals, the budget reduction requirement for 2024/25 reduces to £9.5m and 2025/26 to £2.3m, as set out at Table 17.

Section 15 of the report advised how the budget for 2024/25 would be balanced and the final position for 2025/26 as follows:

a. The first step in balancing 2024/25 was, however, to increase the budget gap by introducing a contribution to reserves in 2024/25 of £1.2m, payable to the GMCA in relation to 100% Business Rates Pilot Gain.
b. This increases the budget gap to £10.8m which is then balanced by the use of: £2.5m general reserves (approved as part of the 2023/23 budget); and additional general reserves of £8.3m to balance the 2024/25 budget.
c. After all the budget adjustments and impact of the use of reserves to balance 2024/25, there remains a budget gap still to be addressed of £11.5m for 2025/26. Section 16 presents the expected level of earmarked reserves at the end of 2023/24 at £36.8m that can support the 2024/25 budget including the Balancing Budget and Fiscal Mitigation reserves for 2024/25.

Section 17 presented the Statement of Robustness, a requirement under Section 25 of the Local Government Finance Act 2003 which is the assurance by the Director of Finance on the robustness of the estimates used for the purposes of the revenue budget calculations and the adequacy of proposed reserves and balances. General reserves were recommended to be increased from £19m to £30m reflecting the increasingly volatile expenditure pressures that the Council faces and the low tax base from which the Council is able to raise additional income. A strategy will need to be developed in 2024/25 to raise the level of general reserves over the MTFS period and increase the financial resilience of the Council. The Director of Finance is able to provide Members with the necessary assurances in respect of the 2024/2025 but the Council's financial position in later years is far less certain. A more detailed commentary is provided in Section 17 and at Appendix 9, to the report.

Section 18 established the proposed fees and charges for the financial year 2024/25.

Sections 19 and 20 of the report set out the Medium-Term Financial Strategy covering the financial years 2025/26 to 2028/29 including the plans for the transformation programme, that will begin to help deliver the savings required to balance the budgets in future years.

Section 21 sets out the Council's Pay Policy Statement in accordance with the requirements of Section 38 to 43 of the

Localism Act 2011, which requires full Council consideration and approval.

Sections 22 and the remainder of the report include options to consider, consultation comments and Legal and Procurement comments in accordance with standard practice. Given the importance of delivering budget reductions and embedding the programme of transformational change, during 2024/25, a Delivery Board chaired by the Leader of the Council is intended to regularly 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. As advised above, the Revenue Budget 2024/25 and 2025/26 and Medium-Term Financial Strategy 2024/25 to 2028/29 was presented to the Governance, Strategy and Resources Scrutiny Board's meeting on 25th January 2024 based on the information available at that time. The Board scrutinised the report and the other reports on the agenda that form a core part of the Council's strategic financial planning framework. The Board considered in detail the Administration's 34 budget reduction proposals and was content to commend to Cabinet at a value of £11.0m in 2024/25 and a further £4.8m in 2025/26. The Board was also content with all other aspects of the report, including the proposed changes to fees and charges and therefore commended it to Cabinet. At the time of preparing this report, the Director of Finance advised that one major announcement awaited was the Final Local Government Finance Settlement. Once this is received, its impact will be incorporated into the version of the Revenue Budget 2024/25 and 2025/26 and Medium-Term Financial Strategy 2024/25 to 2028/29 report to be presented to the Council on 28th February 2024.

Options/alternatives considered:

a. Option 1 – Cabinet accepts the 2024/25 Council Tax and ASCP increases, the 2024/25 and 2025/26 budget assumptions and resulting financial forecasts presented within the report and the budget position at Appendix 7.
b. Option 2 – Cabinet proposes amendments to the financial forecasts which will change the resulting budget reduction requirement.
c. Option 3 – Cabinet approves and commends to Council all the 2024/25 and 2025/26 budget proposals included in this report and the approach to the use of reserves and balances.
d. Option 4 – Cabinet approves the fees and charges for 2024/25 as set out at Appendix 10 of the report.
e. Option 5 - 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.

Resolved:
That the Cabinet approves and commends to Council:

1. The policy landscape and context in which the Council is setting its revenue budget for 2024/25.
2. The financial forecasts for 2024/25 and 2025/26 having regard to the Provisional Local Government Finance Settlement and associated funding announcements.
3. The Flexible Use of Capital Receipts at a value of £2.6m for 2024/25 and 2025/26.
4. A proposed overall 2024/25 Council Tax increase of 4.99% for Oldham Council services (2.99% for general purposes and 2% Adult Social Care Precept) resulting in the charges set out at Table 12 of the report.
5. To approve the introduction of a 100% Council Tax Premium to be levied on empty properties and second homes from 1st April 2025 as set out in paragraph 9.34.
6. The 2024/25 Budget Reduction proposals at a value of £11.0m with a further £4.8m for 2025/26.
7. The proposed use of £10.8m of reserves to balance the 2024/25 budget as set out in Table 18 of this report.
8. The proposal to draw on the Collection Fund for major preceptors of £138.1m for Borough Wide services and £116.2m for Council services (subject to confirmation).
9. The proposed net revenue expenditure budget for 2024/25 for the Council set at £298.5m as set out at in paragraph 15.6 and at Appendix 8.
10. The proposed fees and charges as set out in the schedule included at Appendix 10.
11. The level of balances supporting the 2024/25 budget to be retained at £19.8m underpinned by the agreed policy on Earmarked Reserves.
12. The draft pay policy statement included at Appendix 12.
13. The delegation to the Cabinet Member for Finance and Corporate Resources and the Director of Finance to make a final decision on the feasibility of a pensions pre-payment if it represents value for money to the Council (Section 6.2-n).

10 **CAPITAL STRATEGY AND CAPITAL PROGRAMME 2024/25 TO 2028/29 AND MINIMUM REVENUE PROVISION (MRP) POLICY STATEMENT**

The Cabinet considered a report of the Director of Finance which set out the Capital Strategy for 2024/25 to 2028/29 and thereby the proposed 2024/25 capital programme, including identified capital investment priorities, together with the indicative capital programme for 2025/26 to 2028/29, having regard to the resources available over the life of the programme.

The report set out the Council's Capital Strategy and capital programme over a five-year timeframe. The proposed Capital Strategy and programme for 2024/25 to 2028/29 took the essential elements of the 2023/24 to 2027/28 and previous years' strategies and programmes and moved them forward in the context of the financial and political environment for 2024/25. The Strategy did include a longer-term vision, a forward look at those projects that were likely to run beyond the five-year strategy and programme period or be initiated subsequently.

This covered a timeframe for the 10 years from 2029/30 to 2038/39.

The format of the Capital Strategy reflected the requirements of the Prudential and Treasury Management Codes issued by the Chartered Institute of Public Finance and Accountancy (CIPFA). The strategy therefore presented:

a. A high-level long-term overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services.
b. An overview of how the associated risk is managed.
c. The implications for future financial sustainability.

The Capital Strategy was presented at Appendix 1, to the report. It was prepared in 14 sections and ensured that Members were presented with the overall long-term capital investment policy objectives and resulting Capital Strategy requirements, governance procedures and risk appetite. The sections were:
1. The aims of the Capital Strategy and its links to the Council's Corporate Plan and the Oldham Plan (Our Future Oldham), Creating a Better Place (CaBP) Programme, Medium Term Property Strategy (MTPS), Housing Strategy (HS) and Budget and Policy Framework
2. The Principles of the Capital Strategy
3. Priority Areas for Investment
4. Affordability, Delivery and Risk Associated with the Capital Strategy
5. Knowledge and Skills
6. Treasury Management
7. Long Term Loans
8. Other Non-Treasury Investments
9. Capital Resources to Support Capital Expenditure
10. Capital Investment and Disposal Appraisal
11. The Prioritisation of Capital Requirements
12. The Procurement of Capital Projects
13. The Measurement of the Performance of the Capital Programme
14. The Capital Investment Programme Board (CIPB).

The Strategy was aligned with the Creating a Better Place programme which was 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 incorporated the Medium-Term Property Strategy and Housing Strategy, aiming 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 highlighted the aims of the Capital Strategy and its links to the Council's Corporate Plan and the Oldham Plan (Our Future Oldham). 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 is a significant element of the Council's planned Capital Expenditure over the five-year period

2024/25 to 2028/29. Annex C of Appendix 1 set out the proposed capital expenditure and financing for the period covered by the Capital Strategy, 2024/25 to 2028/29.

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 2024/25 revenue budget will utilise up to £2.600m of such funding from capital receipts.

The 2023/24-month-8 capital monitoring position presented alongside this report included expenditure projections that were a key determinant of the 2024/25 programme. The projected outturn spending position for 2023/24 is £78.633m. The Place and Economic Growth Directorate, which managed all of the major regeneration projects, constitutes the main area of expenditure. Prudential Borrowing provides the main source of financing (£40.644m) followed by Grants and Other Contributions (£29.069m).

Actual expenditure, to 30th November 2023, was £46.267m (58.84% of the forecast outturn), a higher spending profile than that in previous years. The position will be kept under review and budgets will continue to be managed in accordance with forecasts.

The Council has set out its capital programme for the period 2024/25 to 2028/29 based on the principles of the Capital Strategy. The Capital Programme and Capital Strategy were 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 the 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 the anticipated capital expenditure over the five-year life of the 2023/24 to 2027/28 strategy was £332.173m, taking 2023/24 aside (£78.633m) this leaves £253.540m for the remainder of the approved 2024/25 to 2027/28 capital programme. The capital programme includes proposed expenditure for 2024/25 of £99.683m of which the largest category is £83.226m of expenditure on regeneration, schools, transport and infrastructure projects within Place and Economic Growth Directorate. Total expenditure decreases to £81.076m, £34.838m, £35.640m and £2.000m in 2025/26, 2026/27, 2027/28 and 2028/29 respectively.

The Government is continuing to provide significant levels of grant funding. The main sources of grant income are the Towns Fund at £11.808m, Levelling Up Fund Grant of £18.273m, along with Future High Street Fund grant of £7.656m over the life of the programme. There are also considerable resources allocated to the Council via the Greater Manchester Combined

Authority (GMCA) including the Mayors Cycling and Walking Challenge Fund (£6.847m) and estimated Local Transport Programme - Highway Maintenance Grant which totals £14.292m 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 9 of the Capital Strategy. The majority of capital Government Grant funding is ringfenced. Resources classified as ringfenced must be utilised to finance categories of expenditure and therefore are restricted in their use. The 2023/24 capital programme relies on £33.506m of ringfenced and £10.145m of un-ringfenced grants.

As in previous years, a major source of financing remains prudential borrowing. The amount required in 2024/25 (£49.638m) includes borrowing attributed to schemes that have slipped 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.

There was to 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 was, however, possible that the capital position may change prior to the start of 2024/25 and during the year:

a. The outcome of specific grant bids may be announced during the last quarter of 2023/24.
b. The outcome of specific grant bids announced during 2024/25.
c. It is also likely that there will be new initiatives announced in 2024/25.
d. There may also be the opportunity to bid for additional funding.
e. The Council may identify other funding sources, including capital receipts, to finance additional capital expenditure.

Therefore, the overall capital programme position would be kept under review and any new information regarding funding allocations would be presented to Members in future reports.

There had been consultation with the members of the Capital Investment Programme Board on the proposed Capital Strategy and Capital Programme for 2024/25 to 2028/29. The proposed Capital Strategy and Capital Programme for 2024/25 to 2028/29 was presented to, and considered by the Governance, Strategy and Resources Scrutiny Board's meeting on 25th January 2024, which formed a key element of the consultation process. The Board was content to commend the report to Cabinet. Any, subsequent comments from Cabinet members will be incorporated into the report presented to Council on 28th February 2024.

Options/Alternatives considered:

1. That Members accept the proposed recommendations of Capital Strategy and Capital Programme for 2024/25 to 2028/29, Treasury Management indicators and MRP policy.
2. That Members suggest an alternative approach to capital investment for 2024/25 to 2028/29, including the revision of capital priority areas.

Resolved:
That Cabinet approves and commend to Council:

1. The Capital Strategy for 2024/25 to 2028/29 at Appendix 1 of this report and summarised at section 2.1 of the report.
2. The capital programme for 2024/25 and indicative programmes for 2025/26 to 2028/29 at Annex C of Appendix 1 and summarised at sections 2.2 to 2.6 of the submitted report.
3. The Flexible Use of Capital Receipts Strategy as presented at Annex D of Appendix 1, to the submitted report.
4. The Minimum Revenue Provision (MRP) Policy Statement 2024/25 and method of calculation and Prudential Indicators detailed in Appendix 2, to the submitted report.

11 **TREASURY MANAGEMENT STRATEGY STATEMENT 2024/25 - INCLUDING THE ANNUAL INVESTMENT STRATEGY, BORROWING STRATEGY AND PRUDENTIAL INDICATORS**

The Cabinet considered a report of the Director of Finance that presented the Treasury Management Strategy for 2024/25.

The report outlined the Treasury Management Strategy for 2024/25, the Annual Investment Strategy, Borrowing Strategy and Prudential Indicators. The Council was required through regulations supporting the Local Government Act 2003 to 'have regard to' the Prudential Code. It is 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 2024/25 Treasury Management Strategy for 2024/25 covered:

a. Economic Update.
b. Prospects for Interest Rates.
c. The Current Balance Sheet and Treasury Position.
d. Liability Benchmark.
e. The Borrowing Strategy.
f. Debt Rescheduling.
g. The Borrowing Strategy.
h. The Investment Strategy.
i. Approved Counterparties, risk management and Investment Limits.
j. Treasury Indicators which limit the treasury risk and activities of the Council

The submitted report outlined the implications and key factors in relation to each of the above Capital and Treasury Management issues and makes recommendations regarding the Treasury Management Strategy for 2024/25.

The report included the most recently available economic background commentary which reflected the position in December 2023. The proposed Treasury Management Strategy had previously been presented to the Audit Committee on 15th January 2024 and to the Governance, Strategy and Resources Scrutiny Board on 25th January 2024, to enable scrutiny of the report before it's further consideration, by this Cabinet meeting as part of the budget setting cycle. Any comments from Cabinet Members would be incorporated into the report that will be presented to Council on 28th February 2024.

Options/Alternatives considered:
In order to comply with the CIPFA Code of Practice on Treasury Management, the Council had no option other than to consider and approve the content of the report. Therefore, no options/alternatives were presented.

Resolved:
The Cabinet commends the following to Council:

1. The Capital Financing Requirement (CFR) Projections, as detailed at paragraph 2.4.1 of the submitted report.
2. The Projected Balance Sheet position, as at 31st March 2024 and future years, as detailed at paragraph 2.4.1 of the report.
3. The Liability Benchmark, as detailed at Section 2.5 4, of the submitted report.
4. The Borrowing Strategy for 2024/25, as detailed at Section 2.6 of the submitted report.
5. The Annual Investment Strategy, as detailed at Section 2.7, of the report (including counterparties and treasury limits).
6. The Treasury Management Prudential Indicators, as detailed at Section 2.8, of the submitted report.

12 **HOUSING REVENUE ACCOUNT ESTIMATES FOR 2024/25 TO 2028/29 AND PROPOSED OUTTURN FOR 2023/24**

The Cabinet considered a report of the Director of Finance that set out, for the Housing Revenue Account (HRA), the detailed budget estimates for 2024/25, the strategic estimates for the four years 2025/26 through to 2028/29 and the outturn estimate for 2023/24. The report also sets out the recommended dwelling, non-dwelling rents and service and concierge charges to be applied from April 2024.

The Director of Finance's report set out the HRA 2024/25, the proposed original budget and the forecast outturn for 2023/24. The opportunity was also taken to present the provisional strategic budgets for 2025/26 through to 2028/29. HRA activities were a key element of the Council's Housing Strategy (approved by Council on 10 July 2019) which aimed 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 2023/24 was estimated to be a £0.032m favourable variance when compared to the original budget forecast for 2023/24 approved at the Budget Council meeting on 1st March 2023. Of this variance, £0.273m is due to higher utility costs and increased unitary charges. This adverse variance is offset by £0.305m higher than anticipated brought forward balances from 2022/23.

The estimated balance at the end of 2023/24 was projected to be £20.884m. The closing financial position for 2024/25 shows an estimated HRA closing balance of £19.571m which is sufficient to meet future operational commitments and the potential financial pressures identified in the risk assessment.

The 2024/25 position has been presented after allowing for a proposed increase in dwelling rents of 7.7%, an increase in non-dwelling rents in line with individual contracts, a nominal increase of 2% on service charges and the setting of Extra Care Housing concierge charges to fully recover costs.

The majority of HRA tenants are either the recipient of Housing Benefit or Universal Credit, meaning that part or all of the increase will be covered by tenant's benefits. Coupled with the recent increase in the Local Housing Allowance, it is assumed that the proposed increase in rents will not represent an unmanageable additional financial burden to tenants. For the Council to finance the construction of any new build social housing through the HRA, it is essential that increased costs are covered by rent increases so that the HRA can remain financially sustainable.

The financial projections for the HRA over the period 2023/24 to 2028/29 show an overall reduction in the level of balances from £22.584m at the start of 2023/24 to £16.872m at the end of 2028/29. The HRA detailed budget for 2024/25 and strategic estimates for the four years 2025/26 to 2028/29 and the outturn estimate for 2023/24 were presented to the Governance, Strategy and Resources Scrutiny Board on 26 January 2024. The Committee was content to commend the report to Cabinet without amendment.

Options/alternatives considered:
The report advised that for the Council to comply with legislative requirements, it must consider and approve a budget for the HRA for 2024/25.

Two options regarding rent levels were presented in the submitted report. These options showed the comparison in rental income levels against the proposed option of a 7.7% increase:

a. A proposed rent increase of 5%
b. Rents to be frozen for 2024/25

Compared to a 7.7% increase, the loss to the HRA for 2024/25 in terms of rental income would be £0.262m at a 5% rent increase and £0.746m with no rent increase. This was compounded when taken over the life of the PFI contract with rental losses of £4.162m and £11.870m respectively.

Resolved:
That the Cabinet endorses and commends to Council:

1. The Forecast HRA outturn for 2023/24, as detailed at Appendix A, to the submitted report.
2. The Proposed HRA budget for 2024/25, as detailed at Appendix B, to the submitted report.
3. The Strategic estimates for 2024/25 to 2028/29, as detailed at Appendix D, to the submitted report.
4. The proposed increase to dwelling rents for all properties of 7.7%.
5. The proposed increase to non-dwelling rents as per individual contracts.
6. The proposal that service charges are increased by 2%.
7. The proposal to set Extra Care Housing concierge charges to fully recover actual costs.

The meeting started at 6.00pm and ended at 6.35pm

Report to Council

Housing Revenue Account Estimates for 2024/25 to 2028/29 and Proposed Outturn for 2023/24

Portfolio Holder:

Joint Report of Councillor Elaine Taylor, Deputy Leader and Cabinet Member for Housing and Licensing and Councillor Abdul Jabbar MBE, Cabinet Member for Finance and Corporate Resources

Officer Contact: Sarah Johnston, Director of Finance

Report Author: John Hoskins, Finance Manager

28 February 2024

Reason for Decision

The report sets out for the Housing Revenue Account (HRA), the detailed budget estimates for 2024/25, the strategic estimates for the four years 2025/26 through to 2028/29 and outturn estimate for 2023/24. The report also sets out the recommended dwelling, non-dwelling rents and service and concierge charges to be applied from April 2024.

Executive Summary

The report sets out the HRA 2024/25 proposed original budget and the forecast outturn for 2023/24. The opportunity is also taken to present the provisional strategic budgets for 2025/26 through to 2028/29.

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 2023/24 is estimated to be a £0.032m favourable variance when compared to the original budget forecast for 2023/24 approved at the Budget Council meeting, 1 March 2023. Of this variance, £0.273m is due to higher utility costs and increased unitary charges. This adverse variance is offset by £0.305m higher than anticipated brought forward balances from 2022/23. The estimated balance at the end of 2023/24 is projected to be £20.884m.

The closing financial position for 2024/25 shows an estimated HRA closing balance of £19.571m which is sufficient to meet future operational commitments and the potential financial pressures identified in the risk assessment.

The 2024/25 position has been presented after allowing for a proposed increase in dwelling rents of 7.7%, an increase in non-dwelling rents in line with individual contracts, a nominal increase of 2% on service charges and the setting of Extra Care Housing concierge charges to fully recover costs. The majority of HRA tenants are either the recipient of Housing Benefit or Universal Credit, meaning that part or all of the increase will be covered by tenant's benefits. Coupled with the recent increase in the Local Housing Allowance, it is assumed that the proposed increase in rents will not represent an unmanageable additional financial burden to tenants.

In order for the Council to finance the construction of any new build social housing through the HRA, it is essential that increased costs are covered by rent increases so that the HRA can remain financially sustainable.

The financial projections for the HRA over the period 2023/24 to 2028/29 show an overall reduction in the level of balances from £22.584m at the start of 2023/24 to £16.872m at the end of 2028/29.

The HRA detailed budget for 2024/25 and strategic estimates for the four years 2025/26 to 2028/29 and the outturn estimate for 2023/24 were presented to the Governance, Strategy and Resources Scrutiny Board on 26 January 2024. The Committee was content to commend the report to Cabinet without amendment. Cabinet duly considered and approved the report at its meeting 12 February 2024 and commended the report to Council.

Recommendations

That Council approves the:

1. Forecast HRA outturn for 2023/24 (as per Appendix A)
2. Proposed HRA budget for 2024/25 (as per Appendix B)
3. Strategic estimates for 2024/25 to 2028/29 (as per Appendix D)
4. Proposed increase to dwelling rents for all properties of 7.7%.
5. Proposed increase to non-dwelling rents as per individual contracts.
6. Proposal that service charges are increased by 2%.
7. Proposal to set Extra Care Housing concierge charges to fully recover actual costs.

Housing Revenue Account Estimates 2024/25 to 2028/29 and Proposed Outturn for 2023/24

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. As part of this process, the HRA Budget report for 2024/25 was scrutinised at the Governance, Strategy and Resources Scrutiny Board on 26 January 2024. The Committee was content to commend the report to Cabinet without amendment. Cabinet duly considered and approved the report at its meeting on 12 February 2024 and commended the report to Council.

1.2 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 2,091 properties with most properties being managed and maintained within two Private Finance Initiative (PFI) schemes. The housing stock is explained at paragraphs 2.2 to 2.5 as follows.

PFI 2 Sheltered Housing

2.2 The PFI 2 Contract between the Council and Housing 21 was signed in 2006 to provide 1,431 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 12 properties under the Right to Buy Scheme (RTB) leaving a current stock total of 622 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, since this time 1 property has been sold under the Right to Buy scheme at no discount. 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 The proposed annual increase for Oldham Council's 2024/25 HRA rents follows the Government Guidance of a maximum of CPI + 1%. The CPI rate is taken at the preceding September to the next financial year, in this case September 2023, where CPI was 6.7%. The proposed rental increase for 2024/25 therefore being 7.7%. This proposal is made to help support and maintain adequate HRA balances (balance at the end of 2022/23 was £22.584m). It is therefore estimated that the average rent increase from April 2024 will be £7.54 per week (from £97.98 to £105.52).

The Revised HRA Budget 2023/24

2.10 The 2023/24 estimated outturn is attached at Appendix A and shows an estimated year end working balance of £20.884m, £0.032m higher than the original budget approved at the March 2023 Budget Council meeting. The majority of the 'in year' variance of £0.273m can be attributed to the increases in utility charges and higher than anticipated unitary charges. Members will also note that the final outturn position for 2022/23 resulted in HRA Balances brought forward of £22.584m, £0.305m higher than the position reported at the March 2023 Budget Council Meeting.

2.11 The composition of the balance is summarised below:

Analysis of HRA Balances 2023/24	Original Budget £000	Revised Budget £000	Variance £000
HRA Balances b/fwd	(22,279)	(22,584)	(305)
(Surplus)/Deficit for the year on HRA Services	1,427	1,700	273
HRA Balances c/fwd	**(20,852)**	**(20,884)**	**(32)**

The HRA Budget 2024/25

2.12 The proposed HRA budget for 2024/25 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 increased by 7.7% on 2023/24 rents 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 and Primrose Bank. PFI 2 void percentages have historically been higher as a result of the on-going tenancy placement work, ensuring tenant mixes in the six extra care schemes are appropriate to the levels of care provision required.
3) There are 49 chargeable rent weeks in 2024/25.
4) Service Charges are increased by a nominal 2%.
5) Extra Care Housing charges are increased to recover full cost from 1 April 2024 in line with previous approvals.

2.15 The estimated 2024/25 HRA closing balance is £19.571m and is enough to meet future operational commitments and any potential financial pressures identified in the risk assessment. Appendix B presents the projected 2024/25 HRA budget based on the proposed position.

2.16 The estimated HRA budget for 2024/25 to 2028/29 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 2024/25 to 2028/29 the HRA has £0.787m allocated as its RCCO. The ability of the HRA to support major capital projects has been diminished by the rent increase applied in 2023/24 being below the maximum level (the Government Guidance of a maximum of CPI + 1%) and the result of this decision which impacts on the HRA Business Plan. The HRA Business Plan has been prepared mindful of the agreed minimum required HRA balance of £3m.

HRA Income and Expenditure Account 2024/25 to 2028/29 Strategic Forecast	2024/25	2025/26	2026/27	2027/28	2028/29
Income (including interest and investment income)	(30,783)	(31,326)	(31,786)	(32,263)	(32,760)
Expenditure	32,096	31,853	32,367	32,987	33,627
Net (surplus)/Deficit	1,313	527	581	724	867
HRA Balances b/fwd.	**(20,884)**	**(19,571)**	**(19,044)**	**(18,463)**	**(17,739)**
HRA Balances c/fwd.	**(19,571)**	**(19,044)**	**(18,463)**	**(17,739)**	**(16,872)**

Dwelling Rent, Non-Dwelling Rents and Services Charges Increases 2024/25

2.17 The proposed 2024/25 HRA budget is based on dwelling rents increasing by 7.7%. This is the maximum 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, 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 a 7.7% rent uplift will have on tenants and for this reason it has chosen to increase service charges by just 2% for all tenants in 2024/25.

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 Miocare's service delivery costs, from £24.87 to £28.84 per week reflecting the actual cost incurred by the Council.

HRA Contributions to Capital

2.22 Given the reducing HRA balances, following below inflation rent increases applied over recent financial years, 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 approved small housing capital projects that the Council wishes to implement over the short to medium term to support the delivery of the overall Housing Strategy. Approved capital projects that will specifically rely on use of HRA balances include:

- **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.

Strategic HRA Estimates 2025/26 to 2028/29

2.24 The projected forecasts for 2025/26 to 2028/29 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 £19.044m at the end of 2025/26, £18.463m at the end of 2026/27, £17.739m at the end of 2027/28 and £16.872m at the end of 2028/29. As detailed above, the period of 2025/26 to 2028/29 is one whereby

balances are due to reduce by an average of £800k per year. The reduction in balances have been impacted by previous decisions to not increase rents by the maximum allowable by the guidance. The HRA Business Plan has been prepared mindful of the agreed minimum required HRA balance of £3m, ensuring balances are kept above this level to the end of the PFI arrangements.

2.25 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/RPIx) rather than the Consumer Price Index (CPI). For 2023/24, the unitary charge indexed elements for each PFI scheme increased by 13.84% and 12.92%, with but rents only increased by 5%, meaning that there was a shortfall to make up in future years. Based on rates for RPI and RPIx at November 2023 (the most recent publication), current estimates are that the unitary charges for 2024/25 will increase by c. 4.5%. An increase of 7.7% will help move the HRA onto a for sustainable financial footing.

3 Options/Alternatives

3.1 For the Council to comply with legislative requirements, it must consider and approve a budget for the HRA for 2024/25.

3.2 Two options regarding rent levels are presented below. These show the comparison in rental income levels against the proposed option of a 7.7% increase.

- proposed rent increase of 5%
- rents are frozen for 2024/25

Compared to a 7.7% increase, the loss to the HRA for 2024/25 in terms of rental income would be £0.262m at a 5% rent increase and £0.746m with no rent increase, as shown below. This is compounded when taken over the life of the PFI contract with rental losses of £4.162m and £11.870m respectively.

Average Increase in Rent	5% £000	0% £000
Impact in 2024/25	(262)	(746)
Impact over remaining life of Business Plan	(4,162)	(11,870)

3.3 Given the current level of HRA balances, as previously mentioned in para 2.10, and the requirement to ensure HRA balances at a minimum of £3m, it is proposed that Oldham Council approve rental increases in 2024/25 follow the maximum of Government Guidance of CPI+1%, thus resulting in a proposed increase of 7.7%. 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 whilst HRA balances continue to fall, the rate of decline means that account will remain in surplus for the life of the PFI contracts: i.e., until 2036.

3.4 Given the proposed reduction in balances due to the lower than inflation rent increases in previous years, it is evident that any decision to vary from the maximum income achievable will have an adverse impact on future project decisions. Whilst the Council has proposed to increase rents in 2024/25 by 7.7%, all future rent proposals will continue to consider the impact on both operational and aspirational expenditure commitments.

3.5 For future years, the Council has assumed continuing to follow Government rent setting guidance of September's CPI rate plus 1%. Using the Office for Budget Responsibility (OBR) forecasts, it is assumed that there will be a reduced CPI rate in 2025/26 of approximately 3%

resulting in potential 4% rental increase in 2025/26. This assumption has been used as a best estimate at this time for all future years rent income within the HRA Business Plan.

4 Preferred Option

4.1 Given the current financial position of the HRA the preferred option is that a dwelling rent increase of 7.7% is implemented together with other recommendations related to charges included in the report. This proposal 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. 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 Old Mill, Violet Hill and Hopwood Court Conservatories, installation or improvement of sensory gardens and improvements to communal areas.

5.2 A key element of this consultation process is the consideration of the HRA budget by the Governance, Strategy and Resource Scrutiny Board. The Committee considered the HRA budget at its meeting on 26 January 2024 and was content to commend the report to Cabinet without amendment. Cabinet subsequently approved the report at its meeting on 12 February 2024 and commended it to Council also 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 2023/24 to 2028/29. Prudent assessments have been included within these estimates and the financial impact of any variances is identified in the Risk Assessments undertaken. A Risk Register as at February 2024 can be found at Appendix C.

6.2 HRA balances, although significantly reduced over the period to 2028/29, are still 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.

(Alex Bougatef)

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 2023/24 to 2028/29. Attached at Appendix C is a risk register as at February 2024. Forecasting remains challenging and there are several key issues that, should they change, affect the proposed budget.

(Victoria Gallagher)

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 Community Cohesion, including crime and disorder implications in accordance with Section 17 of the Crime and Disorder Act 1998

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 Oldham Equality Impact Assessment, including implications for Children and Young People

16.1 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.

17 Key Decision

17.1 Yes

18 Key Decision Reference

18.1 FLC-13-23

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 Sarah Johnston
Contact:	john.hoskins@oldham.gov.uk / sarah.johnston@oldham.gov.uk

20 Appendices

Appendix A	Revised HRA Income & Expenditure Account 2023/24.
Appendix B	Original HRA Income & Expenditure Account 2024/25.
Appendix C	2024/25 – 2028/29 Risk Assessment as at February 2024.
Appendix D	HRA Income & Expenditure Account 2024/25 to 2028/29 Strategic Forecasts.

Revised HRA Income & Expenditure Account 2023/24	Original Budget	Latest Forecast	Variance to Budget
	£000	£000	£000
Income			
Dwellings Rents (gross)	(9,682)	(9,551)	131
Non Dwelling Rents	(37)	(29)	8
Charges for Services and Facilities	(1,195)	(1,176)	19
PFI Grant	(18,799)	(18,799)	0
Total Income	(29,713)	(29,555)	158
Expenditure			
Unitary Charge Payments (PFI2 and PFI4)	26,369	26,450	81
Supervision & Management	600	664	64
Depreciation and Impairment of Fixed Assets	80	80	0
Rent, Rates and Other Charges	3,291	3,261	(30)
Revenue Contribution to Capital Outlay (RCCO)	1,000	1,000	0
Total Expenditure	31,340	31,455	115
Net Cost of HRA Services	**1,627**	**1,900**	**273**
Interest and Investment Income	(200)	(200)	0
(Surplus)/Deficit for the year on HRA Services	1,427	1,700	273
HRA Balances brought forward	(22,279)	(22,584)	(305)
HRA Balances carried forward	**(20,852)**	**(20,884)**	**(32)**

Original HRA Income & Expenditure Account 2024/25	Original Budget
	£000
Income	
Dwellings Rents (gross)	(10,428)
Non-Dwelling Rents	(37)
Charges for Services and Facilities	(1,219)
PFI Grant	(18,799)
Total Income	**(30,483)**
Expenditure	
Unitary Charge Payments (PFI2 and PFI4)	27,100
Supervision & Management	701
Depreciation and Impairment of Fixed Assets	80
Rent, Rates and Other Charges	3,523
Revenue Contribution to Capital Outlay (RCCO)	692
Total Expenditure	**32,096**
Net Cost of HRA Services	**1,613**
Interest and Investment Income	(300)
(Surplus)/Deficit for the year on HRA Services	1,313
HRA Balances brought forward	(20,884)
HRA Balances carried forward	**(19,571)**

Appendix C

HOUSING REVENUE ACCOUNT

2024/25 – 2028/29 RISK ASSESSMENT AS AT FEBRUARY 2024

RISK EVENT/ DESCRIPTION	LIKELIHOOD	IMPACT	RESERVE POSITION
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.	A change in the void percentage of 1% (approximately 21 properties) has the impact, in a full year, of £0.105m.	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. The on-going cost of living crisis resulting from higher than anticipated inflation levels could have a detrimental impact on collection rates as some tenants struggle to pay their bills. This area 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.
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 2024/25 the total level of service charges is budgeted for approximately £0.917m (excluding concierge and court manager costs). Any reduction in this could impact the HRA's ability to maintain	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

RISK EVENT/ DESCRIPTION	LIKELIHOOD	IMPACT	RESERVE POSITION
		and develop new schemes and services.	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 2024/25 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 £1,199 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	Current social rents policy is that rents should increase by no more than CPI +1% in 2024/25. 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 at September 2023, the month used for all rent calculations, the difference between the two indices (RPI and CPI) was 2.2%. The business plan has been modelled on the basis that in 2024/25, rent increases will be 7.7%. Thereafter there is an assumption of 4% rent increases in 2025/26 assuming CPI of approximately 3%.	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.
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 £16.872m, the minimum projected over the next 5 years, 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 2024/25 to 2028/29 Strategic Forecasts **Appendix D**

HRA Income & Expenditure Account 2024/25 to 2028/29 Strategic Forecasts	Original 2024/25	Original 2025/26	Original 2026/27	Original 2027/28	Original 2028/29
	£000	£000	£000	£000	£000
Income					
Dwellings Rents (gross)	(10,428)	(10,845)	(11,278)	(11,730)	(12,199)
Non-Dwelling Rents	(37)	(38)	(38)	(38)	(39)
Charges for Services and Facilities	(1,219)	(1,244)	(1,270)	(1,296)	(1,323)
HRA Subsidy ~ PFI Credits	(18,799)	(18,799)	(18,799)	(18,799)	(18,799)
Total Income	**(30,483)**	**(30,926)**	**(31,386)**	**(31,863)**	**(32,360)**
Expenditure					
Unitary Charge Payments (PFI2 and PFI4)	27,100	27,648	28,211	28,787	29,379
Supervision & Management	701	736	773	812	853
Depreciation and Impairment of Fixed Assets	80	80	80	80	80
Rent, Rates and Other Charges	3,523	3,294	3,303	3,308	3,315
Revenue Contribution to Capital Outlay (RCCO)	692	95	0	0	0
Total Expenditure	**32,096**	**31,853**	**32,367**	**32,987**	**33,627**
Net Cost of HRA Services	**1,613**	**927**	**981**	**1,124**	**1,267**
Interest Payable and Other Similar Charges					
Interest and Investment Income	(300)	(400)	(400)	(400)	(400)
(Surplus)/Deficit for the year on HRA Services	**1,313**	**527**	**581**	**724**	**867**
HRA Balances brought forward	(20,884)	(19,571)	(19,044)	(18,463)	(17,739)
HRA Balances carried forward	**(19,571)**	**(19,044)**	**(18,463)**	**(17,739)**	**(16,872)**

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Report to Council

Treasury Management Strategy Statement 2024/25

Including the Annual Investment Strategy, Borrowing Strategy and Prudential Indicators

Portfolio Holder: Cllr Abdul Jabbar MBE, Cabinet Member for Finance and Corporate Resources

Officer Contact: Sarah Johnston, Director of Finance

Report Author: Talei Whitmore, Senior Accountant Treasury

Ext. 6608

28 February 2024

Reason for Decision

To present to Council, the Treasury Management Strategy for 2024/25.

Executive Summary

The report outlines the Treasury Management Strategy for 2024/25, the Annual Investment Strategy, Borrowing Strategy and Prudential Indicators.

The Council is required through regulations supporting the Local Government Act 2003 to 'have regard to' the Prudential Code. It is 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 Strategy for 2024/25 covers.

- Economic Update
- Prospects for Interest Rates

- The Current Balance Sheet and Treasury Position
- Liability Benchmark
- The Borrowing Strategy
- Debt Rescheduling
- The Borrowing Strategy
- The Investment Strategy
- Approved Counterparties, risk management and Investment Limits
- Treasury Indicators which limit the treasury risk and activities of the Council

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 2024/25.

The report includes the most recently available economic background commentary which reflects the position at December 2023.

The proposed Treasury Management Strategy was presented to the Audit Committee on 15 January and the Governance, Strategy and Resources Scrutiny Board on 25 January 2024 to enable scrutiny of the report before it's further consideration in the budget setting cycle. The report was considered at the Cabinet meeting on 12 February 2024. Cabinet was content to commend the report to Council.

Recommendation

That Council approves the:

1. Capital Financing Requirement (CFR) Projections as per paragraph 2.4.1;
2. Projected Balance Sheet position as at 31 March 2024 and future years as per paragraph 2.4.1;
3. Liability Benchmark as per section 2.5
4. Borrowing Strategy for 2024/25 as per section 2.6;
5. Annual Investment Strategy as per section 2.7 including counterparties and treasury limits
6. Treasury Management Prudential Indicators at section 2.8

Treasury Management Strategy Statement 2024/25 Including the Borrowing Strategy, Annual Investment Strategy and Prudential Indicators

1. Background

1.1 Treasury management is the management of the Council's cash flows, borrowing and investments, and the associated risks. Oldham Council has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of financial risk are therefore central to the Council's prudent financial management.

1.2 Treasury risk management at the Council is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2021 Edition (the CIPFA Code) which requires the Council to approve a treasury management strategy before the start of each financial year. This report fulfils the Council's legal obligation under the Local Government Act 2003 to have regard to the CIPFA Code.

1.3 Treasury management is defined as:

"The management of the local Council'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.

1.4 Investments held for service purposes or for commercial profit, although affect investment balances they are not treasury management investments and are therefore not considered in this report There is a separate Investment Strategy that covers these.

1.5 <u>Treasury Management Strategy for 2024/25</u>

1.5.1 The strategy for 2024/25 covers the below areas:

Treasury management issues:

- Economic Background & Interest Rate Forecasts
- The current and forecast balance sheet position;
- The Liability Benchmark
- The Borrowing Strategy;
- The policy on borrowing in advance of need;
- Debt rescheduling;
- The Investment Strategy;
- Approved Counterparties
- Treasury indicators which limit the treasury risk and activities of the Council;
- Treasury Related Matters

1.6 Training

1.6.1 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.

1.6.2 The Council provided a training session for Audit Committee Members on 17 October 2023 which was led by an external trainer. To continue to ensure those responsible for scrutiny have received training, annual training will be arranged annually.

1.6.3 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 2023/24 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.

1.7 Treasury Management Consultants

1.7.1 The Council uses Arlingclose, as its external treasury management advisors.

1.7.2 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.

1.7.3 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.

1.7.4 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 may require specialist advice that Arlingclose 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. External Context

2.1 Economic Background

2.1.1 The impact on the UK from higher interest rates and inflation, a weakening economic outlook, an uncertain political climate due to an upcoming general election, together with war in Ukraine and the Middle East, will be major influences on the Council's treasury management strategy for 2024/25.

2.1.2 The Bank of England (BoE) increased Bank Rate to 5.25% in August 2023, before maintaining this level for the rest of 2023. In December 2023, members of the BoE's

Monetary Policy Committee voted 6-3 in favour of keeping Bank Rate at 5.25%. The three dissenters wanted to increase rates by another 0.25%.

2.1.3 The November quarterly Monetary Policy Report (MPR) forecast a prolonged period of weak Gross Domestic Product (GDP) growth with the potential for a mild contraction due to ongoing weak economic activity. The outlook for CPI inflation was deemed to be highly uncertain, with upside risks. to CPI falling to the 2% target coming from potential energy price increases, strong domestic wage growth and persistence in price-setting.

2.1.4 Office for National Statistics (ONS) figures showed CPI inflation was 3.9% in November 2023, down from a 4.6% rate in the previous month and, in line with the recent trend, lower than expected. The core CPI inflation rate declined to 5.1% from the previous month's 5.7%, again lower than predictions. Looking ahead, using the interest rate path implied by financial markets the BoE expects CPI inflation to continue falling slowly, but taking until early 2025 to reach the 2% target before dropping below target during the second half 2025 and into 2026.

2.1.5 ONS figures showed the UK economy contracted by 0.1% between July and September 2023. The BoE forecasts GDP will likely stagnate through 2024. The BoE forecasts that higher interest rates will constrain GDP growth, which will remain weak over the entire forecast horizon

2.1.6 The labour market appears to be loosening, but only very slowly. The unemployment rate rose slightly to 4.2% between June and August 2023, from 4.0% in the previous 3-month period, but the lack of consistency in the data between the two periods made comparisons difficult. Earnings growth has remained strong but has showed some signs of easing; regular pay (excluding bonuses) was up 7.3% over the period and total pay (including bonuses) up 7.2%. Adjusted for inflation, regular pay was up 1.4% and total pay 1.3%. Looking forward, the MPR showed the unemployment rate is expected to be around 4.25% in the second half of calendar 2023, but then rising steadily over the forecast horizon to around 5% in late 2025/early 2026.

2.1.7 Having increased its key interest rate to a target range of 5.25-5.50% in August 2023, the US Federal Reserve appears now to have concluded the hiking cycle. It is likely this level represents the peak in US rates following a more dovish meeting outcome in December 2023. US GDP grew at an annualised rate of 4.9% between July and September 2023, ahead of expectations for a 4.3% expansion and the 2.1% reading for Q2. But the impact from higher rates has started to feed into economic activity and growth will weaken in 2024. Annual CPI inflation was 3.1% in November.

2.1.8 Eurozone inflation has declined steadily since the start of 2023, falling to an annual rate of 2.4% in November 2023. Economic growth has been weak, and GDP contracted by 0.1% in the three months to September 2023. In line with other central banks, the European Central Bank has increased rates, taking its deposit facility, fixed rate tender, and marginal lending rates to 3.75%, 4.25% and 4.50% respectively.

2.2 Credit Outlook

2.2.1 Credit Default Swap (CDS) prices were volatile during 2023, spiking in March on the back of banking sector contagion concerns following the major events of Silicon Valley Bank becoming insolvent and the takeover of Credit Suisse by UBS. After then falling back in Q2 of calendar 2023, in the second half of the year, higher interest rates and inflation, the ongoing war in Ukraine, and now the Middle East, have led to CDS prices increasing steadily.

2.2.2 On an annual basis, CDS price volatility has so far been lower in 2023 compared to 2022, but this year has seen more of a divergence in prices between ringfenced (retail) and non-ringfenced (investment) banking entities once again.

2.2.3 Moody's revised its outlook on the UK sovereign to stable from negative to reflect its view of restored political predictability following the volatility after the 2022 mini-budget. Moody's also affirmed the Aa3 rating in recognition of the UK's economic resilience and strong institutional framework.

2.2.4 Following its rating action on the UK sovereign, Moody's revised the outlook on five UK banks to stable from negative and then followed this by the same action on five rated local authorities. However, within the same update the long-term ratings of those five local authorities were downgraded.

2.2.5 There remain competing tensions in the banking sector, on one side from higher interest rates boosting net income and profitability against another of a weakening economic outlook and likely recessions that increase the possibility of a deterioration in the quality of banks' assets.

2.2.6 However, the institutions on our adviser Arlingclose's counterparty list remain well-capitalised and their counterparty advice on both recommended institutions and maximum duration remain under constant review and will continue to reflect economic conditions and the credit outlook.

2.3 Interest Rate Forecast

2.3.1 Although UK inflation and wage growth remain elevated, the Council's treasury management adviser Arlingclose forecasts that Bank Rate has peaked at 5.25%. The Bank of England's Monetary Policy Committee will start reducing rates in 2024 to stimulate the UK economy but will be reluctant to do so until it is sure there will be no lingering second-round effects. Arlingclose sees rate cuts from Q3 2024 to a low of around 3% by early-mid 2026.

2.3.2 Arlingclose expects long-term gilt yields to be broadly stable at current levels (amid continued volatility), following the decline in yields towards the end of 2023, which reflects the expected lower medium-term path for Bank Rate. Yields will remain relatively higher than in the past, due to quantitative tightening and significant bond supply. As ever, there will undoubtedly be short-term volatility due to economic and political uncertainty and events.

2.3.3 A more detailed economic and interest rate forecast provided by Arlingclose is in Appendix 1.

2.3.4 For the purpose of setting the budget, it has been assumed that new treasury investments will be made at an average rate/yield of 5%, and that new long-term loans will be borrowed at an average rate of 5%.

2.4 Local Context

2.4.1 On 14th February 2024, the Council held £170.996m of borrowing and £52.785m of treasury investments. This is set out in further detail at Appendix 2. Forecast changes in these sums are shown in the balance sheet analysis in table 1 below.

Table 1: Balance sheet summary and forecast

	31.3.23 Actual £'000	31.3.24 Estimate £'000	31.3.25 Estimate £'000	31.3.26 Estimate £'000	31.3.27 Estimate £'000
Capital financing requirement	465,723	490,527	516,878	541,308	539,625
Less: Other debt liabilities *	(204,339)	(193,752)	(182,387)	(170,308)	(158,384)
Loans CFR	**261,384**	**296,775**	**334,491**	**371,000**	**381,241**
Less: External borrowing **	(160,996)	(170,996)	(170,996)	(229,305)	(275,814)
Internal (over) borrowing	**100,388**	**125,779**	**163,495**	**141,694**	**105,427**
Less: Balance sheet resources	(171,168)	(165,898)	(105,186)	(95,186)	(85,186)
Treasury investments (or New borrowing requirement)	**70,780**	**40,119**	**(58,309)**	**(46,508)**	**(20,241)**

* leases and PFI liabilities that form part of the Council's total debt
** shows only loans to which the Council is committed and excludes optional refinancing

2.4.2 The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while balance sheet resources are the underlying sums available for investment. The Council's current strategy is to maintain borrowing and investments below their underlying levels, also known as internal borrowing.

2.4.3 The Council has an increasing CFR due to the capital programme and is forecasting a significant reduction in reserves and balances over the next three years. The consequence of this is that the Council moves from a position whereby it has funds available for investment to a position where it needs to borrow. The Council will be required to borrow up to £135m over the forecast period.

2.4.4 CIPFA's *Prudential Code for Capital Finance in Local Authorities* recommends that the Council's total debt should be lower than its highest forecast CFR over the next three years. Table 1 shows that the Council expects to comply with this recommendation during 2024/25.

2.5 Liability Benchmark

2.5.1 To compare the Council's actual borrowing against an alternative strategy, a liability benchmark has been calculated showing the lowest risk level of borrowing. This assumes the same forecasts as table 1 above, but that cash and investment balances are kept to a minimum level of £20m at each year-end to maintain sufficient liquidity but minimise credit risk.

2.5.2 The liability benchmark is an important tool to help establish whether the Council is likely to be a long-term borrower or long-term investor in the future, and so shape its strategic focus and decision making.

2.5.3 The liability benchmark itself represents an estimate of the cumulative amount of external borrowing the Council must hold to fund its current capital and revenue plans while keeping treasury investments at the minimum level required to manage day-to-day cash flow.

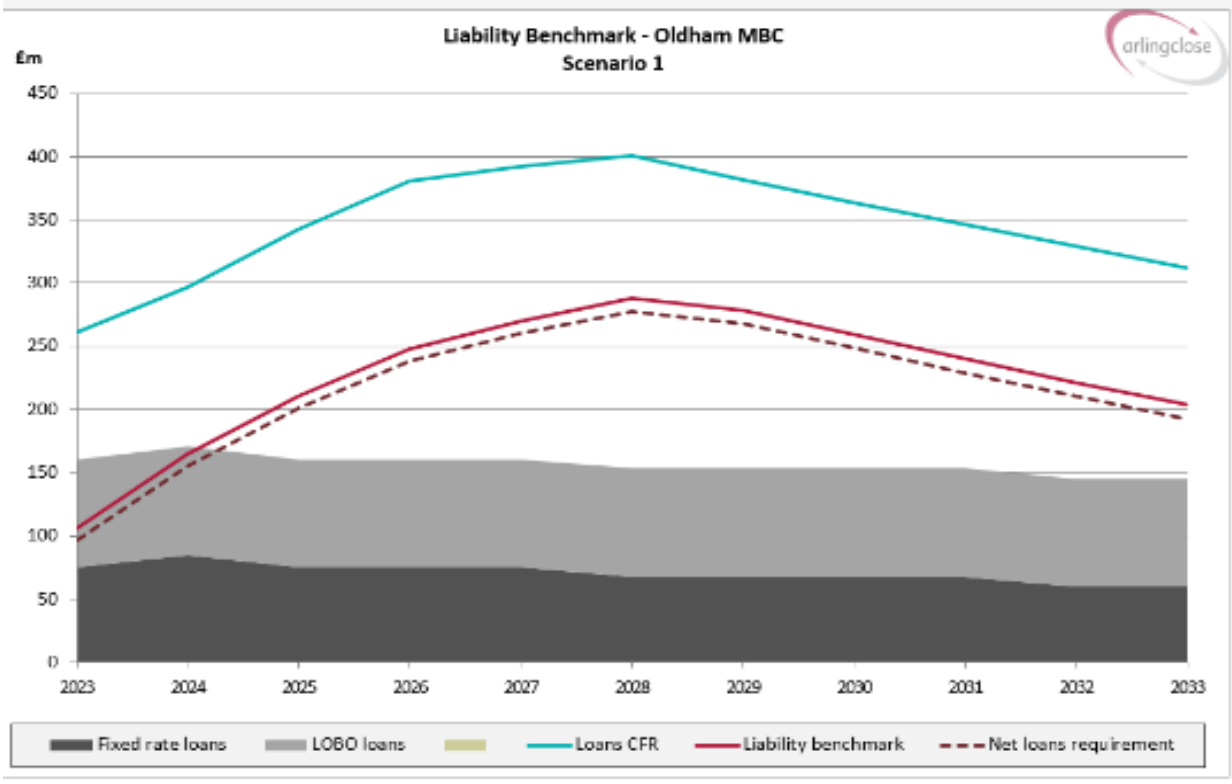
Table 2: Prudential Indicator: Liability benchmark

	31.3.23 Actual £'000	31.3.24 Estimate £'000	31.3.25 Estimate £'000	31.3.26 Estimate £'000	31.3.27 Estimate £'000
Loans CFR	261,384	296,775	334,491	371,000	381,241
Less: Balance sheet resources	(171,168)	(165,898)	(105,186)	(95,186)	(85,186)
Net loans requirement	**90,216**	**130,877**	**229,305**	**275,814**	**296,055**
Plus: Liquidity allowance	10,000	20,000	20,000	20,000	20,000
Liability benchmark	**100,216**	**150,877**	**249,305**	**295,814**	**316,055**

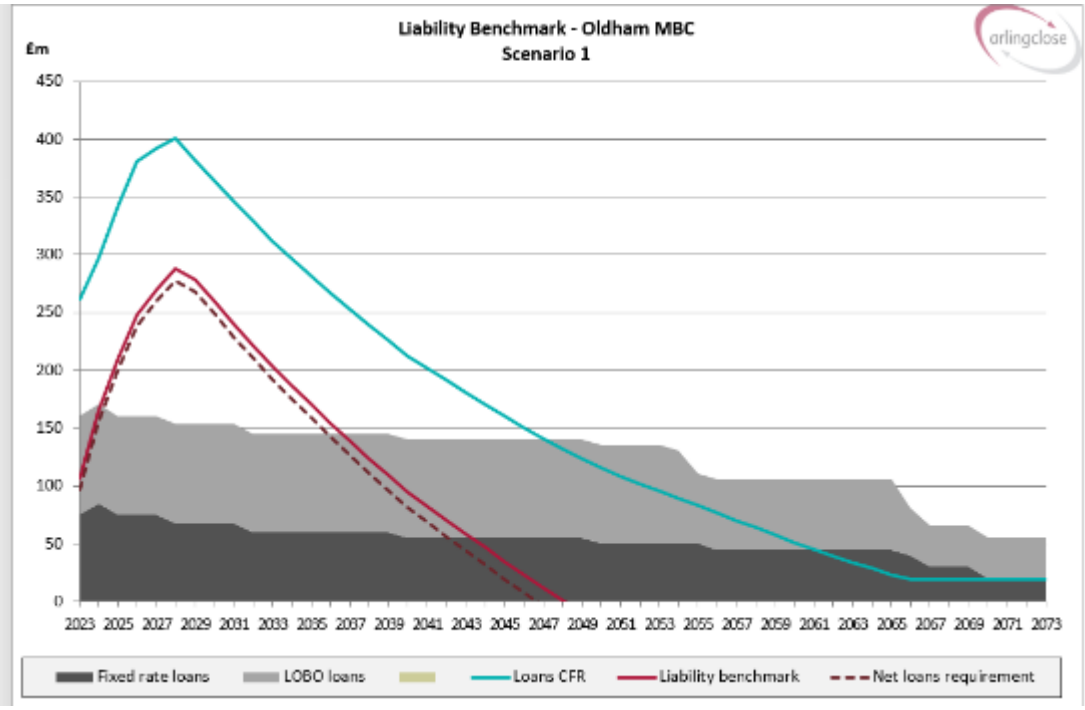
2.5.4 Following on from the medium-term forecasts in table 2 above, the long-term liability benchmark assumes capital expenditure funded by borrowing of £316m over the life of period 2024/25 to 2026/27, minimum revenue provision on new capital expenditure based on 5, 7, 10, 15, 25 and 40 year asset lives.

2.5.5 The Liability Benchmark is required to be reported for a minimum period of 10 years, however CIPFA recommend that the liability benchmark is for a much longer period and covers the existing debt portfolio. This is shown in the two charts below together with the maturity profile of the Council's existing borrowing over a 10-year period and 50-year period:

10 Year Liability Benchmark Projection



50 Year Liability Benchmark Period



2.5.6 The graphs above show the liability benchmark (the middle line red line) rising from a point below the shaded area that represents existing loans for the period to March 2024. When the middle line (liability benchmark) is above the shaded grey area this indicates a need for the Council to raise new long-term loans. The Liability Benchmark is effectively the Net Borrowing Requirement of a Local Council plus a liquidity allowance. In its simplest form, it is calculated by deducting the amount of investable resources available on the balance sheet (reserves and cash flow balances) from the amount of outstanding external debt and then adding the minimum level of investments required to manage day-to-day cash flow.

2.5.7 The greater the gap between the shaded area and the middle line (liability benchmark) the greater the amount of new long-term loans are required to fund the capital programme. It can be seen from the graph above that new loans are required up until the period 2045/46, with the maximum amount of new loans required peaking in 2027/28 and then gradually reduce up until 2045/46. This tool aids decision making on duration of new loans required. It should be noted that this analysis is based on the current 5-year capital programme: if the capital programme was extended then the borrowing duration will almost certainly increase.

2.5.8 Due to Oldham Council's existing loan portfolio being long dated maturity dates, the above chart shows that any new loans taken should be shorter dated than existing loans and staggered over the period from 2024/25 to 2045/46. The timing of any new borrowing has been factored into other performance indicators.

2.6 Borrowing Strategy

2.6.1 The Council currently holds £170.996 million of loans, £10m of temporary short-term borrowing has been undertaken for cash flow purposes over the year end period, no repayments have been made in this current financial year. These loans represent borrowings undertaken as part of its strategy for funding previous years' capital programmes. The

balance sheet forecast in table 1 shows,- based on the current capital programme - that the Council is forecast to borrow up to £58.3m in 2024/25, a further £46.5m in 2025/26 and £20.2m in 206/27 bringing total new borrowing in the 3 year period to £135m if the capital programme progresses as forecast. The Council may also borrow additional sums to pre-fund future years' requirements, providing this does not exceed the authorised limit for borrowing of £312.5 million (see 2.8.13 below) and it is advantageous to do so in terms of reduced borrowing costs associated with borrowing early. A full appraisal will be carried out before any borrowing is undertaken.

2.6.2 The Council's chief objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving certainty of those costs over the period for which funds are required. The flexibility to renegotiate loans should the Council's long-term plans change is a secondary objective.

2.6.3 The Council's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. Short-term interest rates are currently at a 15-year high but are expected to fall in the coming years and it is therefore likely to be more cost effective over the medium-term to either use internal resources, or to borrow short-term loans instead. This is a prudent approach based on the long-term loan requirement peaking in the next 5-10 years as shown in the liability benchmark at paragraph 2.5.5.

2.6.4 By doing so, the Council is able to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk. The benefits of internal and short-term borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise modestly. Arlingclose, Oldham Council's Treasury Management Advisor will assist with this 'cost of carry' and breakeven analysis. Its output may determine whether the Council borrows additional sums at long-term fixed rates in 2024/25 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.

2.6.5 The Council has previously raised long-term borrowing from the PWLB and banks but will consider long-term loans from other sources including pension funds and other local authorities. It will also investigate the possibility of issuing bonds and similar instruments, in order to lower interest costs and reduce over-reliance on one source of funding in line with the CIPFA Code.

2.6.6 PWLB loans are no longer available to local authorities planning to buy investment assets primarily for investment yield purposes; the Council intends to avoid this activity in order to retain its access to PWLB loans.

2.6.7 The Council may also arrange forward starting loans, where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period.

2.6.8 In addition, the Council may borrow short-term loans to cover unplanned cash flow shortages.

2.6.9 The approved sources of long-term and short-term borrowing are:

- HM Treasury's PWLB lending facility (formerly the Public Works Loan Board)
- UK Infrastructure Bank Ltd
- any institution approved for investments (see below)
- any other bank or building society authorised to operate in the UK
- any other UK public sector body

- UK public and private sector pension funds (except Greater Manchester Pension Fund)
- capital market bond investors
- retail investor via a regulated peer to peer platform
- UK Municipal Bonds Agency plc and other special purpose companies created to enable local Council bond issues

2.6.10 Capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities.

- leasing
- hire purchase
- Private Finance Initiative (PFI)
- sale and leaseback

Oldham Council currently holds £203.826m of PFI debt over 7 schemes and £0.475m of finance leases.

2.6.11 The UK Municipal Bonds Agency plc was established in 2014 by the Local Government Association as an alternative to the PWLB. It issues bonds on the capital markets and lends the proceeds to local authorities. This is a more complicated source of finance than the PWLB for two reasons: borrowing authorities will be required to provide bond investors with a guarantee to refund their investment in the event that the agency is unable to for any reason; and there will be a lead time of several months between committing to borrow and knowing the interest rate payable. Any decision to borrow from the Agency will therefore be the subject of a separate report.

2.6.12 The Council holds £85.5m of LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate at set dates, following which the Council has the option to either accept the new rate or to repay the loan at no additional cost. £44m of these LOBOs have options during 2024/25, and with interest rates having risen recently, lenders may seek to exercise their options. If they do, the Council will look to take the option to repay LOBO loans to reduce refinancing risk in later years, providing value for money can be obtained and generate a future saving. No further borrowing via LOBO loans is proposed for 2024/25.

2.6.13 Short-term and variable rate loans leave the Council exposed to the risk of short-term interest rate rises and are therefore subject to the interest rate exposure limits in the treasury management indicators below. Financial derivatives may be used to manage this interest rate risk (see section below).

Debt rescheduling

2.6.14 The PWLB allows authorities to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. Other lenders may also be prepared to negotiate premature redemption terms. The Council may take advantage of this and replace some loans with new loans, or repay loans without replacement, where this is expected to lead to an overall cost saving or a reduction in risk.

2.6.15 The recent rise in interest rates means that more favourable debt rescheduling opportunities should arise than in previous years.

2.7 Treasury Investment Strategy

2.7.1 The Council holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. In the past 12 months, the Council's treasury investment balance has ranged between £94.7million and £41.6 million. Reduced levels are expected in the forthcoming year as reserves are utilised and capital expenditure incurred in line with the approved capital programme.

2.7.2 The CIPFA Code requires the Council to invest its treasury funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. This is referred to as the SLY model.

2.7.3 The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income. Where balances are expected to be invested for more than one year, the Council will aim to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested.

2.7.4 The Council aims to be a responsible investor and will consider environmental, social and governance (ESG) issues when investing.

2.7.5 As demonstrated by the liability benchmark above, the Council expects to be a long-term borrower and new treasury investments will therefore be made primarily to manage day-to-day cash flows using short-term low risk instruments. The existing portfolio of strategic pooled funds will be maintained to diversify risk into different sectors and boost investment income.

2.7.6 The CIPFA Code does not permit local authorities to both borrow and invest long-term for cash flow management. But the Council may make long-term investments for treasury risk management purposes, including to manage interest rate risk by investing sums borrowed in advance for the capital programme for up to three years; to manage inflation risk by investing usable reserves in instruments whose value rises with inflation; and to manage price risk by adding diversification to the strategic pooled fund portfolio.

2.7.7 Environmental, social and governance (ESG) considerations are increasingly a factor in global investors' decision making, but the framework for evaluating investment opportunities is still developing and therefore the Council's ESG policy does not currently include ESG scoring or other real-time ESG criteria at an individual investment level. When investing in banks and funds, the Council will prioritise banks that are signatories to the UN Principles for Responsible Banking and funds operated by managers that are signatories to the UN Principles for Responsible Investment, the Net Zero Asset Managers Alliance and/or the UK Stewardship Code

2.7.8 Under the IFRS 9 standard, the accounting for certain investments depends on the Council's "business model" for managing them. The Council aims to achieve value from its treasury investments by a business model of collecting the contractual cash flows and therefore, where other criteria are also met, these investments will continue to be accounted for at amortised cost.

Approved counterparties

2.7.9 The Council may invest its surplus funds with any of the counterparty types in table 3 below, subject to the limits shown.

Table 3: Treasury investment counterparties and limits

Sector	Time limit	Counterparty limit	Sector limit
The UK Government	50 years	Unlimited	n/a
Local authorities & other government entities	3 years	£10m per local council /fire /police authority	Unlimited
Secured investments *	3 years	£10m	Unlimited
Banks (unsecured) *	13 months	£5m with the exception of the Council's banking provider (currently Barclays Bank) £10m	Unlimited
Building societies (unsecured) *	13 months	£5m	
Registered providers (unsecured) *	3 years	£5m	
Money market funds *	n/a	£15m per individual fund	Unlimited
Strategic pooled funds	n/a	£15m per individual fund	£20m
Other investments *	3 years	£10m	£10m

This table must be read in conjunction with the notes below

- **Minimum credit rating** Treasury investments in the sectors marked with an asterisk will only be made with entities whose lowest published long-term credit rating is no lower than A-. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be taken into account.
  For entities without published credit ratings, investments may be made either (a) where external advice indicates the entity to be of similar credit quality; or (b) to a maximum of £5 million per counterparty as part of a diversified pool e.g. via a peer-to-peer platform.

- **Government:** Loans to, and bonds and bills issued or guaranteed by, national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is generally a lower risk of insolvency, although they are not zero risk. Investments with the UK Government are deemed to be zero credit risk due to its ability to create additional currency and therefore may be made in unlimited amounts for up to 50 years.

- **Secured investments:** Investments secured on the borrower's assets, which limits the potential losses in the event of insolvency. The amount and quality of the security will be a key factor in the investment decision. Covered bonds and reverse repurchase agreements with banks and building societies are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the higher of the collateral credit rating and the counterparty credit rating will be used. The combined secured and unsecured investments with any one counterparty will not exceed the cash limit for secured investments.

- **Banks and building societies (unsecured):** Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail. See below for arrangements relating to operational bank accounts.

- **Registered providers (unsecured):** Loans to, and bonds issued or guaranteed by, registered providers of social housing or registered social landlords, formerly known as housing associations. These bodies are regulated by the Regulator of Social Housing (in England), the Scottish Housing Regulator, the Welsh Government and the Department for Communities (in Northern Ireland). As providers of public services, they retain the likelihood of receiving government support if needed.

- **Money market funds:** Pooled funds that offer same-day or short notice liquidity and very low or no price volatility by investing in short-term money markets. They have the advantage over bank accounts of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a small fee. Although no sector limit applies to money market funds, the Council will take care to diversify its liquid investments over a variety of providers to ensure access to cash at all times.

- **Strategic pooled funds:** Bond, equity and property funds that offer enhanced returns over the longer term but are more volatile in the short term. These allow the Council to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Council's investment objectives will be monitored regularly.

- **Real estate investment trusts:** Shares in companies that invest mainly in real estate and pay the majority of their rental income to investors in a similar manner to pooled property funds. As with property funds, REITs offer enhanced returns over the longer term, but are more volatile especially as the share price reflects changing demand for the shares as well as changes in the value of the underlying properties.

- **Other investments:** This category covers treasury investments not listed above, for example unsecured corporate bonds and company loans. Non-bank companies cannot be bailed-in but can become insolvent placing the Council's investment at risk.

Risk assessment and credit ratings

2.7.10 Credit ratings are obtained and monitored by the Council's treasury advisers, who will notify changes in ratings as they occur. The credit rating agencies in current use are listed in the

Treasury Management Practices document. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:

- no new investments will be made,
- any existing investments that can be recalled or sold at no cost will be, and
- full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.

2.7.11 Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as "negative watch") so that it may fall below the approved rating criteria, then only investments that can be withdrawn on the next working day will be made with that organisation until the outcome of the review is announced. This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.

2.7.12 The Council understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations in which it invests, including credit default swap prices, financial statements, information on potential government support, reports in the quality financial press and analysis and advice from the Council's treasury management adviser. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may otherwise meet the above criteria.

2.7.13 The Council is aware that investment with certain counterparties, while considered secure from a purely financial perspective, may leave it open to criticism, valid or otherwise, that may affect its public reputation, and this risk will therefore be taken into account when making investment decisions.

2.7.14 When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008, 2020 and 2022, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the Council will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the Council's cash balances, then the surplus will be deposited with the UK Government, or with other local authorities. This will cause investment returns to fall but will protect the principal sum invested.

Investment limits

2.7.15 The Council's revenue reserves are forecast to be £90.6 million on 31st March 2024 and £75.6 million on 31st March 2025. In order that no more than 20% of available reserves will be put at risk in the case of a single default, the maximum that will be lent to any one organisation (other than the UK Government) will be £15 million. A group of entities under the same ownership will be treated as a single organisation for limit purposes. This limit will not be deemed to have been breached if the addition of interest or a re-invested dividend briefly takes the balance over £15million.

2.7.16 Limits are also placed on fund managers, investments in brokers' nominee accounts and foreign countries as below. Investments in pooled funds and multilateral development banks do not count against the limit for any single foreign country, since the risk is diversified over many countries.

Table 4: Additional investment limits

	Cash limit
Any group of pooled funds under the same management	£15m per manager
Negotiable instruments held in a broker's nominee account	£10m per broker
Foreign countries	£5m per country

Liquidity management:

2.7.17 The Council produces a cash flow forecast at the start of the year to determine the maximum period for which funds may prudently be invested, or to identify times and amounts which may need to be borrowed. This cash flow forecast is updated throughout the year. The forecast is compiled on a prudent basis to minimise the risk of the Council being forced to borrow on unfavourable terms to meet its financial commitments. Limits on long-term investments are set by reference to the Council's medium-term financial plan and cash flow forecast.

2.7.18 The Council will spread its liquid cash over at least two providers (e.g. bank accounts and money market funds) to ensure that access to cash is maintained in the event of operational difficulties at any one provider.

2.8 Treasury Management Prudential Indicators

2.8.1 The Council has adopted a number of voluntary measures in 2024/25 to manage its exposures to treasury management risks using the indicators detailed below.

Security

2.8.2 The Council has adopted the below measure of its exposure to credit risk by monitoring the value-weighted average credit rating of its investment portfolio. Arlingclose calculate and report this as part of the Investment Benchmarking service. Unrated investments are assigned a score based on their perceived risk.

Credit risk indicator	Target
Portfolio average credit rating	A

Liquidity

2.8.3 The Council has introduced an indicator for 2024/25 to measure its exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling three-month period, without additional borrowing.

Liquidity risk indicator	Target
Total cash available within 3 months	£20m

Interest rate exposures

2.8.4 This indicator is set to control the Council's exposure to interest rate risk. The upper limits on the one-year revenue impact of a 1% rise or fall in interest rates will be:

Interest rate risk indicator	Limit £'000
Upper limit on one-year revenue impact of a 1% rise in interest rates	597
Upper limit on one-year revenue impact of a 1% fall in interest rates	(597)

2.8.5 The impact of a change in interest rates is calculated on the assumption that maturing loans and investments will be replaced at new market rates. For the purpose of this indicator this has been based on LOBO's with option dates in 2024/25 and new borrowing associated with the capital programme.

Maturity structure of borrowing

2.8.6 This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of borrowing will be:

Interest rate risk indicator	Lower Limit	Upper Limit
Under 12 months	0%	30%
12 months and within 24 months	0%	30%
24 months and within 5 years	0%	30%
5 years and within 10 years	0%	30%
10 years and within 20 years	0%	60%
20 years and within 30 years	0%	60%
30 years and within 40 years	0%	60%
40 years and within 50 years	0%	60%
50 years and within 60 years	0%	60%

2.8.7 Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment. LOBO loans have been treated using the option date as there is a potential that they may be called, and repayment will be required.

Long-term treasury management investments

2.8.8 The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The prudential limits on the long-term treasury management investments will be:

Price risk indicator	2024/25	2025/26	2026/27	No fixed date
Limit on principal invested beyond year end	£10m	£5m	£5m	£15m

2.8.9 Long-term investments with no fixed maturity date include strategic pooled funds and real estate investment trusts but exclude money market funds and bank accounts with no fixed maturity date as these are considered short-term.

2.8.10 The Council is required to determine its Operational Boundary and Authorised Limit for external debt for the next three financial years.

Operational Boundary

2.8.11 The forecast Operational Boundary for 2023/24 together with the proposed operational boundaries for 2024/25 to 2026/27 are set out in the table 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.

Operational Boundary	2023/24 Forecast £'000	2024/25 Estimate £'000	2025/26 Estimate £'000	2026/27 Estimate £'000
Borrowing	297,500	335,250	372,000	382,000
Other long term liabilities	194,750	183,500	171,500	159,500
Total	**492,250**	**518,750**	**543,500**	**541,500**

Authorised Limit

2.8.12 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.

2.8.13 Members are asked to consider the proposed Operational Boundary for each financial year from 2023/24 to 2026/27 as set out in the table above and Authorised Limit as set out in table below:

Authorised Limit	2023/24 Forecast £'000	2024/25 Estimate £'000	2025/26 Estimate £'000	2026/27 Estimate £'000
Borrowing	312,500	350,250	387,000	397,000
Other long term liabilities	197,250	186,000	174,000	162,000
Total	**509,750**	**536,250**	**561,000**	**559,000**

2.9 Related Matters

2.9.1 The CIPFA Code requires the Council to include the following in its treasury management strategy regarding financial derivatives.

2.9.2 Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in section 1 of the *Localism Act 2011* removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment).

2.9.3 The Council will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Council is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. Embedded derivatives, including those present in pooled funds and forward starting transactions, will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.

2.9.4 Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria, assessed using the appropriate credit rating for derivative exposures. An allowance for credit risk calculated using the methodology in the Treasury Management Practices document will count against the counterparty credit limit and the relevant foreign country limit.

2.9.5 In line with the CIPFA Code, the Council will seek external advice and will consider that advice before entering into financial derivatives to ensure that it fully understands the implications.

Housing Revenue Account

2.9.6 On 1st April 2012, the HRA became self-financing, this meant for Oldham Council that all loans that formed part of the HRA capital financing requirement (CFR) were subsequently paid off by Government due to the Council notionally splitting each of its existing long-term loans into General Fund and HRA pools.

2.9.6 Any new long-term loans borrowed after this date will be assigned in their entirety to one pool or the other. Interest payable and other costs/income arising from long-term loans (e.g. premiums and discounts on early redemption) will be charged/ credited to the respective revenue account. Differences between the value of the HRA loans pool and the HRA's underlying need to borrow (adjusted for HRA balance sheet resources available for investment) will result in a notional cash balance which may be positive or negative.

2.9.7 This balance will be measured annually, and interest transferred between the General Fund and HRA at an appropriate interest rate with respect to the balances held by the HRA.

Markets in Financial Instruments Directive (MIFID)

2.9.8 The Council has opted up to professional client status with its providers of financial services, including advisers, banks, brokers and money market funds allowing it access to a greater range of services but without the greater regulatory protections afforded to individuals and small companies. Given the size and range of the Council's treasury management activities, the Director of Finance believes this to be the most appropriate status.

3 Options/Alternatives

3.1 In order to comply with the CIPFA Code of Practice on Treasury Management, Council 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 Council.

5 Consultation

5.1 There has been consultation with Arlingclose, the Council's Treasury Management Advisors, the Audit Committee and the Governance, Strategy and Resources Scrutiny Board. Cabinet considered the report at its meeting of 12 February 2024 and was content to commend the report to 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 Council'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 Community cohesion, including crime and disorder implications in accordance with section 17 of the Crime and Disorder Act 1998

15.1 There are no community cohesion, including crime and disorder crime implications.

16 Oldham Equality Impact Assessments, including implications for Children and Young People

16.1 No

17 Key Decision

17.1 N/A

18 Key Decision Reference

18.1 N/A

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 - 2
Officer Name: Talei Whitmore
Contact Email: talei.whitmore@oldham.gov.uk

20 Appendices

Appendix 1 Economic and Interest Rate Forecast
Appendix 2 Existing Investment and Debt Portfolio

Appendix 1 – Arlingclose Economic and Interest Rate Forecast – December 2023

Underlying assumptions:

- UK inflation and wage growth remain elevated but have eased over the past two months fuelling rate cuts expectations. Near-term rate cuts remain unlikely, although downside risks will increase as the UK economy likely slides into recession.
- The MPC's message remains unchanged as the Committee seeks to maintain tighter financial conditions. Monetary policy will remain tight as inflation is expected to moderate to target slowly, although some wage and inflation measures are below the Bank's last forecasts.
- Despite some deterioration in activity data, the UK economy remains resilient in the face of tighter monetary policy. Recent data has been soft but mixed; the more timely PMI figures suggest that the services sector is recovering from a weak Q3. Tighter policy will however bear down on domestic and external activity as interest rates bite.
- Employment demand is easing. Anecdotal evidence suggests slowing recruitment and pay growth, and we expect unemployment to rise further. As unemployment rises and interest rates remain high, consumer sentiment will deteriorate. Household and business spending will therefore be weak.
- Inflation will fall over the next 12 months. The path to the target will not be smooth, with higher energy prices and base effects interrupting the downtrend at times. The MPC's attention will remain on underlying inflation measures and wage data. We believe policy rates will remain at the peak for another 10 months, or until the MPC is comfortable the risk of further 'second-round' effects has diminished.
- Maintaining monetary policy in restrictive territory for so long, when the economy is already struggling, will require significant loosening in the future to boost activity.
- Global bond yields will remain volatile. Markets are currently running with expectations of near-term US rate cuts, fuelled somewhat unexpectedly by US policymakers themselves. Term premia and bond yields have experienced a marked decline. It would not be a surprise to see a reversal if data points do not support the narrative, but the current 10-year yield appears broadly reflective of a lower medium- term level for Bank Rate.
- There is a heightened risk of fiscal policy and/or geo-political events causing substantial volatility in yields.

Forecast:

- The MPC held Bank Rate at 5.25% in December. We believe this is the peak for Bank Rate.
- The MPC will cut rates in the medium term to stimulate the UK economy but will be reluctant to do so until it is sure there will be no lingering second-round effects. We see rate cuts from Q3 2024 to a low of around 3% by early-mid 2026.
- The immediate risks around Bank Rate have become more balanced, due to the weakening UK economy and dampening effects on inflation. This shifts to the downside in the short term as the economy weakens.
- Long-term gilt yields are now substantially lower. Arlingclose expects yields to be flat from here over the short-term reflecting medium term Bank Rate forecasts. Periodic volatility is likely.

	Current	Dec-23	Mar-24	Jun-24	Sep-24	Dec-24	Mar-25	Jun-25	Sep-25	Dec-25	Mar-26	Jun-26	Sep-26
Official Bank Rate													
Upside risk	0.00	0.00	0.25	0.25	0.50	0.50	0.50	0.50	0.50	0.75	0.75	1.00	1.00
Central Case	5.25	5.25	5.25	5.25	5.00	4.75	4.25	4.00	3.75	3.50	3.25	3.00	3.00
Downside risk	0.00	0.00	-0.25	-0.50	-0.75	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00
3-month money market rate													
Upside risk	0.00	0.00	0.25	0.25	0.50	0.50	0.50	0.50	0.50	0.75	0.75	1.00	1.00
Central Case	5.40	5.40	5.40	5.30	5.15	4.80	4.30	4.10	3.80	3.50	3.25	3.05	3.05
Downside risk	0.00	0.00	-0.25	-0.50	-0.75	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00
5yr gilt yield													
Upside risk	0.00	0.25	0.75	0.85	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Central Case	3.77	3.75	3.75	3.75	3.70	3.60	3.50	3.50	3.40	3.30	3.30	3.30	3.35
Downside risk	0.00	-0.25	-0.75	-0.85	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00
10yr gilt yield													
Upside risk	0.00	0.25	0.75	0.85	0.85	0.90	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Central Case	3.72	3.75	3.80	3.80	3.80	3.80	3.80	3.80	3.75	3.65	3.60	3.65	3.70
Downside risk	0.00	-0.25	-0.75	-0.85	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00
20yr gilt yield													
Upside risk	0.00	0.25	0.75	0.85	0.85	0.90	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Central Case	4.16	4.20	4.20	4.20	4.20	4.20	4.20	4.20	4.20	4.20	4.20	4.20	4.25
Downside risk	0.00	-0.25	-0.75	-0.85	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00
50yr gilt yield													
Upside risk	0.00	0.25	0.75	0.85	0.85	0.90	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Central Case	3.76	3.80	3.85	3.90	3.90	3.90	3.90	3.90	3.90	3.90	3.95	3.95	3.95
Downside risk	0.00	-0.25	-0.75	-0.85	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00	-1.00

PWLB Standard Rate = Gilt yield + 1.00%
PWLB Certainty Rate = Gilt yield + 0.80%
PWLB HRA Rate = Gilt yield + 0.40%
UK Infrastructure Bank Rate = Gilt yield + 0.40%

Appendix 2 Existing Investment and Debt Portfolio

The Council's current external borrowing, long term liabilities and investments are detailed in the table below.

	31/12/2023 Actual Portfolio £'000	31/12/2023 Average Rate %
External borrowing:		
Public Works Loan Board	35,241	2.81%
LOBO loans from banks	85,500	4.33%
Other Bank loans	40,000	4.03%
Other Loans	255	4.00%
Temporary Short Term	10,000	5.80%
Total external borrowing	**170,996**	
Other long-term liabilities:		
Private Finance Initiative	203,826	7.98%
Leases	475	5.10%
Transferred Debt	33	2.82%
Total other long-term liabilities	**204,334**	
Total gross external debt	**375,330**	
Treasury investments:		
Local authorities	18,000	5.56%
Money market funds	21,190	5.30%
Strategic pooled funds - CCLA Property	13,595	4.50%
Total treasury investments	**52,785**	
Net debt	**322,545**	

Report to Council

Council Tax Reduction Scheme 2024/25

Portfolio Holder: Councillor Abdul Jabbar MBE, Cabinet Member for Finance and Corporate Resources

Officer Contact: *Sarah Johnston, Director of Finance*

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28 February 2023

Reason for Decision

The purpose of this report is to present to Council the proposed Council Tax Reduction Scheme for 2023/24 prior to formal approval by full Council.

Executive Summary

There is a legal 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 requires 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 2024/25 scheme must be agreed by full Council in line with budget setting arrangements and no later than 10 March 2024. Any proposed change must be subject to prior consultation with major preceptors (for Oldham this is the Greater Manchester Combined Authority on behalf of the Mayor of Greater Manchester and the Greater Manchester Police and Crime Commissioner) and with the public. The scheme for those of pensionable age is set by the Government and cannot be changed.

CTR is a demand led discount scheme so the greater the demand, the higher the impact on Council resources. If the number of CTR claimants increases, it impacts the amount of Council Tax that can be collected by reducing the Council's Council Tax Taxbase.

A major consultation exercise has not been undertaken regarding changes to the CTR scheme and the Greater Manchester Combined Authority has been provisionally advised that no change to the scheme is proposed. In this regard, the proposal is that the CTR scheme for 2024/25 remains the same as that operating in 2023/24 and therefore no consultation exercise is required. The current CTR scheme provides a maximum reduction equivalent to 85% of the Council Tax charge for a Band A property and this has been unchanged since 2014/15. This was considered at the Cabinet meeting of 13 November 2023. Cabinet was content to commend the proposed CTR scheme to Council without amendment.

In order to inform this proposal, the Council has undertaken some initial analysis regarding a change to the CTR scheme and the appropriateness of introducing an income banded scheme. An income banded scheme would mean that the level of CTR would be based on a claimant's weekly household income assessed against pre-determined income bands. This means if a claimants household income varies but remains in the same band, the amount of support they get won't change. The amount of support only varies if their income changes and moves them into another income band.

In this regard, a modelling exercise has been undertaken. Firstly, leaving the 2023/24 scheme unchanged was modelled. Then two income banded scheme options were modeled (Model 1 and Model 2 as described at 2.14). The results of the exercise undertaken have been analysed and the results are presented at section 3.

There is significant uncertainty around the extent that the transition of residents from legacy welfare benefits onto Universal Credit would have on a claimants' household income and how this would then impact on the cost of an income banded scheme if it were to be introduced in 2024/25. The Council cannot currently accurately determine the level of income those transitioning residents will ultimately receive, which will be critical for an appropriate scheme design.

In view of the continued uncertainty concerning Universal Credit and the marginal impact of any practical change to the CTR scheme at this stage, it is recommended that the Council maintains the current CTR scheme during 2024/25. This will provide continuity regarding entitlement to those residents on the lowest incomes and allow time for the impact of the roll out of UC to become clearer.

Recommendation

It is recommended that Council approves and commends to Council the proposal to keep the Council Tax Reduction Scheme unchanged in 2024/25.

Council Tax Reduction Scheme 2024/25

1 Background

1.1 Prior to April 2013, Council Taxpayers 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 Taxpayers 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. Whilst Revenue Support Grant (RSG) was initially reduced each year in line with Government policy and has more recently stabilised, since the introduction of the piloting of 100% Business Rates Retention by the Council and the subsuming of RSG into the Council's Business Rates Top Up Grant, the link between Central Government funding and Central Government support for CTR has been broken. The Council funds the cost of the CTR scheme through the Collection Fund i.e., the income collected from Council Tax and Business Rates.

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 public and the major preceptor, the Greater Manchester Combined Authority (GMCA) on behalf of the Mayor of Greater Manchester and the Greater Manchester Police and Crime Commissioner.

1.4 The CTR scheme for 2024/25 will require Council approval whether it is changed or not. If there is no change to the scheme it can be considered by Council in December 2023.

1.5 A change to the scheme for 2024/25 would require a consultation exercise and approval by full Council prior to the deadline for the setting of the Council's budget (which is no later than 10 March 2024). The last Council meeting before this date is 28 February 2024.

1.6 The evaluation of potential changes to the scheme for 2024/25 has factored in the operation and cost of the current scheme. In recommending potential options for 2024/25, consideration has also been given to the cost-of-living crisis, and the effects of the transition of residents to Universal Credit and its impact on those residents, the economy, and on Council resources and caseload. When considering the approach to the CTR scheme, over the past few years, the availability of additional Government resources has also been a factor. However, there is uncertainty over the continuation of Government funding streams into 2024/25 or if there will be some other national cost of living support,

so this cannot be included in the context of the 2024/25 CTR scheme. This was considered at the Cabinet meeting of 13 November 2023 where Cabinet was content to commend the proposed CTR scheme to Council without amendment.

1.7 On 1 March 2023, Council agreed budget reduction proposals relating to the Revenues and Benefits Department, which included a review of the administration of the CTR scheme for 2024/25 to introduce efficiencies in operating arrangements, improving the service for CTR recipients and the Council. The Revenues and Benefits service has commenced work to automate several back-office processes. It is anticipated that this automation will enable the service to reduce the level of administrative input on simple tasks and therefore deliver the 2024/25 budget reduction without any implications for the actual CTR scheme.

2 Current Position

2.1 The Council currently has a CTR scheme that awards a maximum payment 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 The Council has maintained the same maximum level of support for working age claimants at 85% since 2014/15. The minimum weekly payment has risen from £3.64 in 2019/20 to £4.25 in 2023/24, because of annual increases in Council Tax charges.

2.3 On 1 November 2023, there were 14,117 working age CTR claimants. Current projections for the annual collection rates for CTR cases due in 2023/24 suggest a collection rate of between 75-80%. Given the 5% collection rate range, this is potentially lower CTR collection rate to that recovered in 2022/23 (79.51%) and 2021/22 (80.24%), although an 80% collection rate would compare well to both years. However, both 2021/22 and 2022/23 were impacted to varying degrees by the major social and economic impact of the COVID-19 pandemic and the cost-of-living crisis, and, although the pandemic is less relevant in 2023/24, the cost-of-living crisis still prevails.

2.4 A reduced collection rate of 1.5% of CTR debt could result in a reduction of £83k in Council Tax receipts for 2023/24 and hence reduce the resources available to support the financial position of the Council in future years (it should be noted that changes in relation to Council Tax income impact one year in arrears given the accounting arrangements that must be applied).

2.5 The roll out of the full service of UC commenced in Oldham from April 2017. UC is a single monthly payment which replaces six working age benefits (known as legacy benefits). These are Housing Benefit (HB), Income Support (IS), Working Tax Credits (WTC), Child Tax Credit (CTC), Employment and Support Allowance (ESA) (Income-related) and Job Seekers Allowance (JSA) (Income-related). The roll out of UC follows a process of natural migration i.e., as a claimant experiences a relevant change of circumstances such as becoming fit for work, entitlement to legacy benefits ends and UC must be claimed instead. Oldham was an early adopter of UC full service and in February 2023 (the latest available figures), rollout was 74% complete in Oldham East and Saddleworth and 70% in Oldham West and Royton. The North West average is 69%.

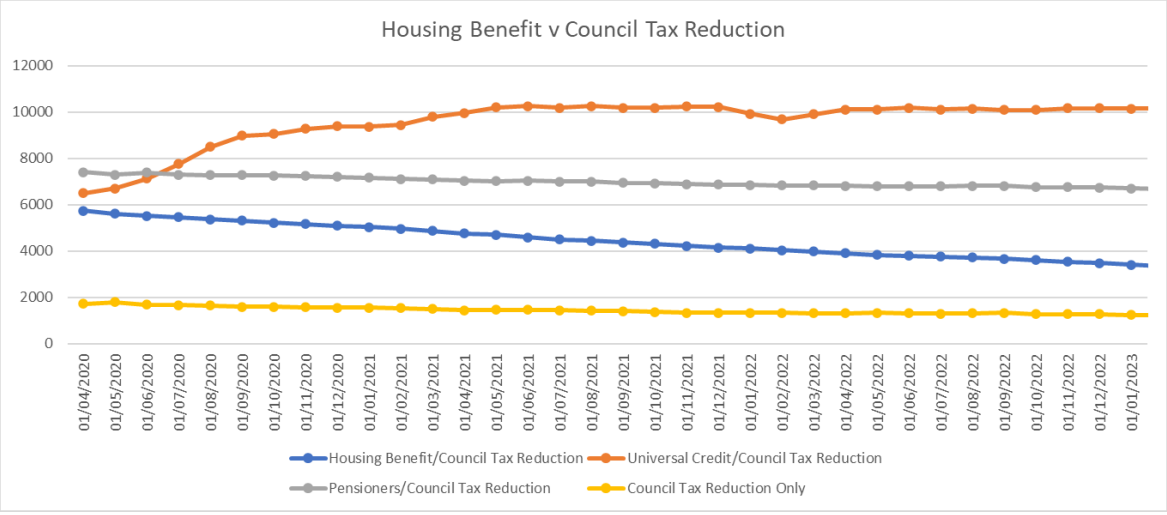
2.6 From April 2023, the DWP reinstated the UC managed migration programme which was suspended during the period of the COVID-19 pandemic starting with all claimants in receipt of tax credits. Migration notices have been issued to claimants in Oldham since June 2023.

2.7 Throughout 2024/25, nationally, working age claimants with tax credits (including those in receipt of ESA, WTC and CTC), all cases on Income Support and Jobseeker's Allowance (Income Based) and all Housing Benefit cases (including combinations of these benefits) will be required to move to Universal Credit.

2.8 In most cases, claimants in receipt of legacy welfare benefits receive a higher income than those residents in receipt of UC. This means that residents on legacy welfare benefits receive less support under the current CTR scheme. Moving to an income banded scheme in 2024/25 would adversely affect a significant number of legacy claimants who are yet to migrate to UC.

2.9 As of 1 November 2023, the overall CTR caseload was 20,420. The caseload for those of pensionable age remains relatively static but Table 1 below demonstrates how CTR claims from those who are in receipt of UC are increasing as other working age CTR cases are reducing, for example, from those who are in receipt of HB. The management of UC/CTR creates an administrative burden for Local Authorities as data files are received each month confirming changes to entitlement however small.

Table 1: CTR Caseload Changes



2.10 The rapidly changing environment created by the cost-of-living crisis, and the transition of working age claimants from legacy benefits to UC has presented difficulties in accurately modelling financial impacts of both retaining the existing CTR scheme for 2024/25 or introducing a revised scheme.

2.11 However, work to look at the practical issues of changing the CTR scheme has been progressed. Options in relation to an income banded CTR scheme have been considered. An income banded scheme would mean that the level of CTR would be based on a claimant's weekly household income assessed against pre-determined income bands. This means if a claimants household income varies but remains in the same band, the amount of support they get won't change. The amount of support only varies if their income changes and moves them into another income band.

2.12 This assessment of income banded options involved working in partnership with Policy in Practice. Policy in Practice is a social policy software and analytics company that works with Councils, Government, housing providers and community organisations. They are a team of policy experts who combine innovative technology, insightful data and expert analysis in helping organisations analyse the impact of policy, identify and engage the people impacted, and track the effectiveness of interventions.

2.13 Policy in Practice provided support by analysing the Councils current CTR caseload and scheme and modelling the impact of potential income banded schemes in conjunction with the Revenues and Benefits department. The criteria used for the development of the options to revise the scheme was to simplify the administration process but not to significantly impact the overall level of support provided to claimants and thereby keeping within the existing budget provision.

2.14 All options were analysed on the following basis:

- Council Tax for 2024/25 would increase by 3.99% (in line with current policy)
- That the DWP would have migrated 58% of remaining legacy welfare benefit claimants to UC in 2023/24.
- That projected uprating regarding Earnings and Tax Thresholds, Benefit Rates, Non-Dependent Deductions, and Local Housing Allowance rates are applied.

2.15 The modelling undertaken looked at:

- The continuation of the existing CTR scheme

- An income-based scheme - Model 1
    - Includes all income from benefits and earnings, apart from the default disregards, and the Housing Element and Limited Capability for Work element of UC.
    - The UC Limited Capability for Work element is disregarded to reduce the disparity between employed households gaining support and out of work households losing out.
    - Includes a £2.50 flat-rate non-dependent deduction.
    - The current scheme's Band A cap remains
    .
- An income-based scheme - Model 2
    - Includes all income from benefits and earnings, apart from the default disregards, and the Housing Element and Limited Capability for Work element of Universal Credit.
    - UC Limited Capability for Work element is disregarded to reduce the disparity between employed households gaining support and out of work households losing out.
    - Includes £2.50 flat-rate non-dependent deduction.
    - The current scheme's Band A cap remains.
    - Introduces a disregard for Carers Allowance in the income calculation.

2.16 Maintaining the current scheme into 2024/25 would result in an increase in costs from £21.350m to £21.770m, an increase of £0.420m or 2% (purely due to the anticipated increase in Council Tax in line with current Council Tax policy adjusted for a change in numbers of recipients). The costs of each income based model in comparison to maintaining the current scheme is shown below.

Table 2 – Costs of the Three Modelled Options

Current scheme 2023/24	Current Scheme – no change 2024/25	Income Based Scheme (Model 1) 2024/25	Income Based Scheme (Model 2) 2024/25
£21.35m	£21.77m	£22.44m	£21.92m

2.17 The current CTR scheme requires officers to assess a self-employed household's entitlement to CTR based on their actual income. This places a significant administrative burden on the Council to individually assess fluctuating income for each claimant, and in most cases requires the claimants to periodically provide evidence of their income.

2.18 Universal Credit (UC) introduced the concept of the 'minimum income floor' (MIF) which does not exist in the legacy benefits that UC is replacing. The MIF is an earnings threshold that applies to some self-employed claimants. If their actual declared self-employed earnings are below the MIF, they will be treated as having earnings at the level of the MIF instead.

2.19 Several Local Authorities have adopted a MIF approach for self-employed claimants within their CTR schemes. Under those schemes any applicant commencing in self-employment would be allowed to declare zero income for the first year from the date of start up on the new business. Thereafter, the scheme would assume that income generated from the business would be at least the National Minimum/Living Wage x 35 hours per week.

2.20 If the Council introduced a MIF approach, there would be a reduction in the administrative burden of administering self-employed CTR claims, as the service would not need to request evidence from self-employed claimants who declare their earnings to below the MIF. However, for self-employed claimants whose actual income is below the MIF, they would likely see significant increases in the amount of Council Tax they were being asked to pay. This is because those claimants would have their CTR assessed on the basis of the minimum floor calculation and not their actual earnings.

2.21 The analysis provided in relation to the income-based models show significant variations in the level of support for residents in receipt of legacy welfare benefits in comparison to those residents in receipt of UC. Whilst legacy benefit claimants are still incrementally migrating to UC the overall costs of the scheme therefore remain volatile and difficult to predict.

2.22 The DWP has committed to completing the migration of all legacy welfare benefits by the end of 2025/26. It is expected that most claimants will migrate in 2023/24 and 2024/25. This means that the Council would be able to more accurately predict the impact and cost of an income banded scheme for working age claimants for 2025/26.

2.23 The Council continues to make awards to residents who are experiencing severe financial hardship under the Exceptional Hardship Payments (EHP) scheme and resource is available to support those who have difficulty in paying Council Tax.

3 Options/Alternatives

3.1 Given the current economic climate, the financial position of the Authority and the uncertainty prevailing, there are 3 options presented for consideration. These are:

Option 1: Maintaining the present level of support i.e., limiting the level of support at 85% of Council Tax for a Band A property as the maximum amount available.

Option 2: Introduce income banded scheme Model 1

Option 3: Introduce income banded scheme Model 2

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 £1,254.82 (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 2023/24 if the current scheme remained in place. A comparison of the maximum levels of support for 2023/24 for Local Authorities is set out below although there are differences in eligibility criteria between Councils which is not evident from the headline numbers.

Table 3: Greater Manchester Local Authority Council Tax Reduction Charges 2023/24

Local Authority	Council Tax Band A 2023/24	Maximum Support %	Annual Charge At Band A	Monthly (12 Months)	Monthly (10 Months)	Minimum Weekly Payment if in receipt of Full CTR
Bolton	£1,359.24	82.50%	£237.87	£19.82	£23.79	£4.56
Bury	£1,453.03	80%	£290.61	£24.22	£29.06	£5.57
Manchester	£1,312.99	82.50%	£229.77	£19.15	£22.98	£4.41
Oldham	£1,476.26	85%	£221.44	£18.45	£22.14	£4.25
Rochdale	£1,479.34	85%	£221.90	£18.49	£22.19	£4.26
Salford	£1,475.68	88%	£177.08	£14.76	£17.71	£3.40
Stockport	£1,489.77	100%	£0.00	£0.00	£0.00	£0.00
Tameside	£1,390.53	75%	£347.63	£28.97	£34.76	£6.67
Trafford	£1,251.16	100%	£0.00	£0.00	£0.00	£0.00
Wigan*	£1,160.32	80%	£232.06	£19.34	£23.21	£4.45

*except for households with Children under 5

3.4 CTR is a demand led scheme so costs can fluctuate as the caseload changes. The Council saw an increase in the working age caseload during the COVID crisis as more residents claimed UC and this saw a reduction in the Council Tax Taxbase and a reduction in income that could be collected. The caseload is expected to increase as a result of the cost-of-living crisis meaning that the Council Tax that can be collected will reduce.

Option 2 – Introduce an Income Banded Scheme - Model 1

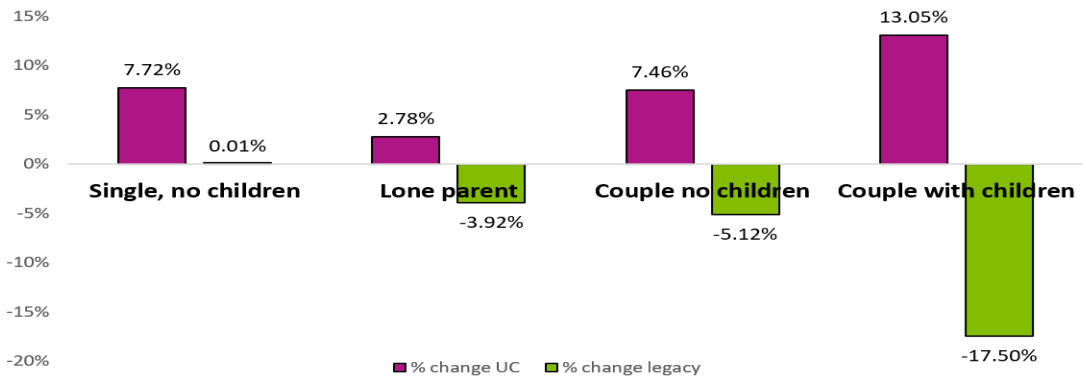
3.5 As set out in section 2.15, two income- based CTR schemes have been modelled. Model 1 is based on the current Council Tax reduction caseload and suggests a scheme that would introduce six Council Tax reduction eligibility bands based on weekly income and household status (singe person, couple and additional allowances for a maximum of 2 children) as set out in Table 4 below.

Table 4: Model 1 Council Tax Reduction Income Bands

Band/Discount		Income - Weekly			
Band	Discount	Single Person	Couple	1 child addition	2 child addition
		£	£	£	£
1	85%	0-90	0-220	100	200
2	75%	90-120	220-260	100	200
3	65%	120-170	260-340	100	200
4	45%	170-220	340-390	100	200
5	30%	220-270	390-440	100	200
6	20%	270-340	440-490	100	200

3.6 An initial analysis of this scheme suggests that households who migrate to UC would receive an increased amount of CTR under this model. Table 5 below sets out the projected 2024/25 percentage change in weekly CTR compared to the current scheme by household type.

Table 5: Percentage change in weekly Council Tax reduction compared to current scheme in 2024/25 by household type.



3.7 A total of 1,316 households would see a reduction of more than £5 per week if this Model was to be applied and 167 households would lose all support. This is set out in the table below.

Table 6: Model 1 - Number of Households who would see a reduction in the amount of support they would receive by more than £5 per week and those losing all support.

Type of Household	Number of Households losing CTR support of more than £5 per week	Number of Households losing all CTR support
Couple with Children	602	69
Couple without Children	60	6
Lone Parent	505	65
Single Person	149	27
Total	**1,316**	**167**

3.8 The scheme would disproportionately affect those households on legacy benefits with children. Whilst further analysis is needed to determine the reason behind this, it is believed that households with children are more likely to have adults in paid employment.

3.9 The cost of the scheme would incrementally increase as households transfer to UC throughout 2024/25. An analysis undertaken suggests that introducing this scheme would cost £22.44m in 2024/25. An increase of £0.670m from maintaining the current scheme.

3.10 A major consultation exercise would be required if the Council wished to introduce an income banded scheme based on Model 1.

Option 3 – Introduce an Income Banded Scheme - Model 2

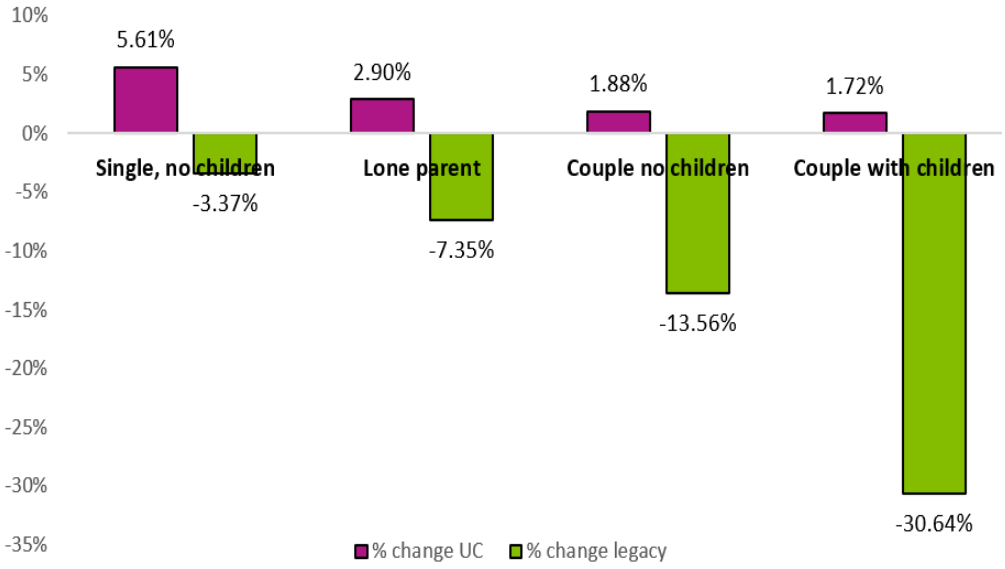
3.11 A second banded income based CTR scheme has been modelled based on the current Council Tax reduction caseload. This scheme is similar to Model 1 but introduces a disregard for Carers Allowance in the income calculation. Model 2 suggests a scheme that could introduce the following CTR eligibility income bands based on weekly income and household status as set out in Table 7 below.

Table 7: Model 2 Council Tax Reduction Income Bands

Band/Discount		Income - Weekly			
Band	**Discount**	**Single Person**	**Couple**	**1 child addition**	**2 child addition**
		£	**£**	**£**	**£**
1	85%	0-90	0-190	100	190
2	75%	90-120	190-220	100	190
3	65%	120-170	220-280	100	190
4	45%	170-220	280-330	100	190
5	30%	220-270	330-380	100	190
6	20%	270-340	380-450	100	190

3.12 As in Model 1, an initial analysis of this scheme suggests that households who migrate to UC would receive an increased amount of CTR.

Table 8: Percentage change in weekly Council Tax reduction compared to current scheme in 2024/25 by household type.



3.13 A total of 1,651 households would see a reduction of more than £5 per week by using this model and 235 households would lose all support. This is set out in the table below.

Table 9: Model 2 - Number of Households who would see a reduction in the amount of support they would receive by more than £5 per week and the number losing all support.

Type of Household	Number of Households losing CTR support of more than £5 per week	Number of Households losing all CTR support
Couple with Children	786	138
Couple without Children	127	7
Lone Parent	491	62
Single Person	247	28
Total	**1,651**	**235**

3.14 A scheme using Model 2 would disproportionately affect those households with children on legacy benefits. As with Model 1, whilst further analysis is needed to determine the reason behind this, it is believed that households with children are more likely to have adults in paid employment.

3.15 The introduction of a Carers disregard in comparison to Model 1, means that the average amount of support the Council can provide to other claimants has to reduce to maintain the cost of the scheme.

3.16 The cost of the scheme would incrementally increase as households transfer to UC throughout 2024/25. An analysis undertaken suggests that introducing this scheme would cost £21.92m in 2024/25, an increase of £0.15m compared to maintaining the current scheme.

3.17 As with Model 1, a major consultation exercise would be required if the Council wished to introduce an income banded scheme.

4 Preferred Option

4.1 The preferred option is Option 1 – to retain the current 85% scheme in 2024/25.

4.2 The delayed migration of claimants from legacy welfare benefits to UC has resulted in differences in calculation methods to determine income for CTR. This means two claimants with a similar household composition, and income could receive varying levels of CTR dependent on whether they have migrated or waiting to migrate.

4.3 In most cases, claimants in receipt of legacy welfare benefits receive a higher income than those residents in receipt of UC. This means that residents on legacy welfare benefits receive less support under the current CTR scheme. Moving to an income banded scheme in 2024/25 would adversely affect a significant number of legacy claimants who are yet to migrate to UC.

4.4 Moving to an income banded scheme in 2024/25 will adversely affect a significant number of legacy claimants who migrate to UC during the year. They would see a decrease in the level of CTR they would receive and consequently an increased Council Tax bill. Retaining the 85% scheme in 2024/25 would provide some certainty for residents subject to UC migration.

4.5 Members will be aware that discretionary funding is available to support those residents in most need. A discretionary Exceptional Hardship discount and can be awarded under Section 13a(1)(c) of the Local Government Finance Act 1992 (as amended).

5 Consultation

5.1 Any changes to the 2024/25 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 No public consultation has been launched and should Council not accept the recommended approach and consider a change to the 2024/25 scheme was appropriate, then the timeline for such a consultation exercise would be extremely limited. The Council has provisionally notified GMCA of its intention not to amend the CTR scheme in 2024/25.

5.2 There is no requirement to undertake public consultation if the scheme is left unchanged.

5.3 This report has been discussed with the Chair of the Governance, Strategy and Scrutiny Board, who supports the preferred option, Option 1, to continue with the current scheme in 2024/25.

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, 86.32% of CTR claimants have had some contribution towards their 2023/24 Council Tax bills, suggesting a collection rate at the end

of the financial year of approximately 75%-80%. Data is not available to assess how many of these claimants will fall into arrears during the rest of the year, however it is envisaged that the Council will continue to collect an amount of approximately 75%-80% of the amount due in 2023/24. 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 due to the ongoing cost of living crisis. 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 The table below summarises the estimated cost/income under the current CTR scheme and the 2 proposed Income Banded schemes. The cost differential between all 3 schemes is relatively low, a variance of £0.670m between the current scheme and Income Banded Scheme 1 and £0.150m between the current scheme and Income Banded Scheme 2. With Option 1, maintaining the current scheme, presenting the lowest cost.

Scheme Options	Estimated Cost of Scheme 2024/25	CTR billed	Collection Rate	CTR income
Maintain current scheme	£21.77m	£6.45m	80%	£5.16m
Income Banded Scheme 1	£22.44m	£5.79m	80%	£4.63m
Income Banded Scheme 2	£21.92m	£6.30m	80%	£5.04m

6.4 The Council Tax income figures in the table above is prior to apportionment of costs between the Council and the precepting bodies. In 2023/24, the present allocation percentages are Oldham Council 84.18%, GMCA for Mayoral Police and Crime Commissioner Services 10.96% and finally GMCA for Mayoral General Services including Fire Services at 4.86%. Therefore, the additional CTR income resulting from maintaining the current CTR scheme compared to the Income banded schemes (£0.530m compared to Income Banded scheme 1 and £0.120m compared to Income Banded scheme 2) would reduce to £0.446m and £0.100m respectively.

6.5 Given all the information presented above, adopting the recommended approach, the maintenance of an unchanged CTR scheme, can be managed within the context of the current financial position of the Council and is in line with current budget estimates.

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 – Legal Services)

8. **Co-operative Implications**

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 scheme is not subject to a legal challenge on the basis of equality legislation although as the proposal is for an unchanged scheme, this risk is considered to be extremely low;
- Ensuring that a scheme is both fair and affordable to the Council in 2023/24 particularly as it will only be based on collection rates information from part of the financial year;
- There continues to be a challenging financial environment facing both the Council and Council Taxpayers, however, the agreement of the CTR scheme for 2024/25 establishes one key element of the Councils financial strategy and an unchanged scheme provides certainty for recipients of CTR.

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 **Community cohesion disorder implications in accordance with Section 17 of the Crime and Disorder Act 1998**

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 impact arising from the proposed scheme and to identify any actions which might mitigate these impacts.

16 **Oldham Impact Assessment Completed (Including impact on Children and Young People)**

16.1 An Oldham Equality Impact Assessment is set out at Appendix 1.

17 **Key Decision**

17.1 Yes

18 **Key Decision Reference**

18.1 FLC-09-23

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 included at Appendix 1
Officer Name: Adam Parsey – Exchequer Client Manager

Contact: adam.parsey@oldham.gov.uk

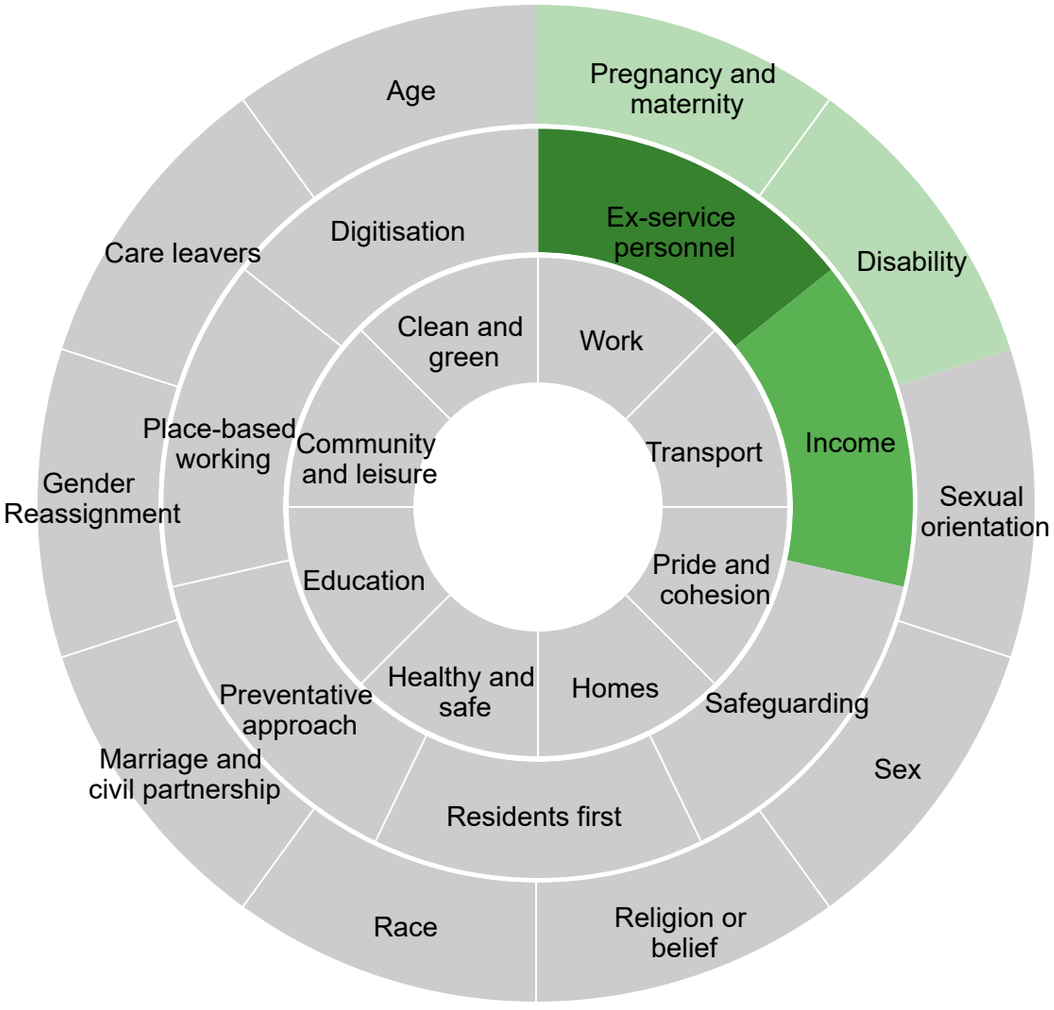
20 **Appendices**

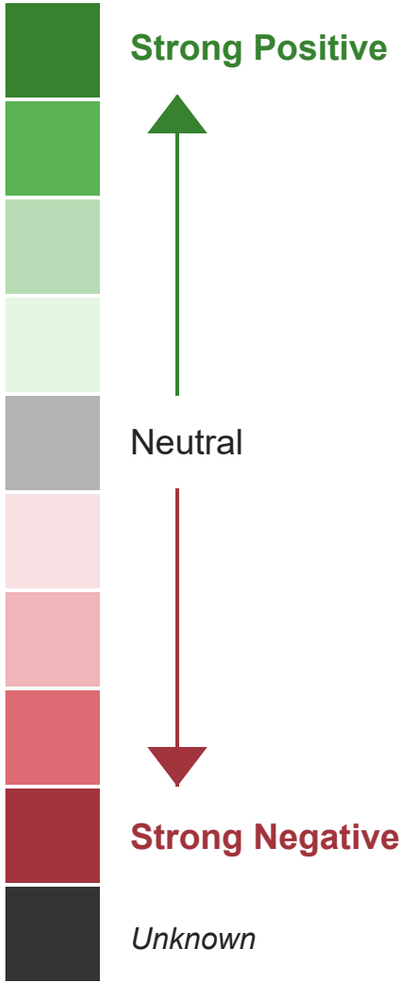
20.1 Appendix 1 – Oldham Equality Impact Assessment

Council Tax Reduction Scheme 2024-25

Portfolio
Finance and Low Carbon
Directorate
Finance
Service/Team
Finance
Is this IA related to a Budget Reduction proposal? No

completed/last updated by Adam Parsey on 19/10/2023





Equality Characteristics

Category	Impact	Likely	Duration	Impact Score	Comment
Age	Neutral	Very Likely	Short Term	0	
Care leavers	Neutral	Very Likely	Short Term	0	
Gender Reassignment	Neutral	Very Likely	Short Term	0	
Marriage and civil partnership	Neutral	Very Likely	Short Term	0	
Race	Neutral	Very Likely	Short Term	0	
Religion or belief	Neutral	Very Likely	Short Term	0	
Sex	Neutral	Very Likely	Short Term	0	
Sexual orientation	Neutral	Very Likely	Short Term	0	
Disability	Moderate Positive	Very Likely	Short Term	2	Residents in receipt of disability premium will have an increased applicable amount (See income), and may be eligible for further Council Tax Reduction.
Pregnancy and maternity	Moderate Positive	Very Likely	Short Term	2	Residents whose household income drops below the applicable amount set by the Department for Works and Pensions may be entitled to Council Tax reduction.

Corporate Priorities

Category	Impact	Likely	Duration	Impact Score	Comment
Digitisation	Neutral	Very Likely	Short Term	0	
Place-based working	Neutral	Very Likely	Short Term	0	
Preventative approach	Neutral	Very Likely	Short Term	0	
Residents first	Neutral	Very Likely	Short Term	0	
Safeguarding	Neutral	Very Likely	Short Term	0	
Income	Moderate Positive	Very Likely	Long Term	4	The CTR Scheme provides financial support to residents who receive a range of benefits including Universal Credit. The amount awarded depends on how much a household's income is less than or equal to their Applicable Amount. The Applicable Amount is the amount of monthly income the government calculates that different categories of household need to live.
Ex-service personnel	Strong Positive	Very Likely	Long Term	8	Income relating to Armed Forces pensions will be disregarding for the purposes of calculating Council Tax reduction.

Future Oldham Aims

Category	Impact	Likely	Duration	Impact Score	Comment
Clean and green	Neutral	Very Likely	Short Term	0	
Community and leisure	Neutral	Very Likely	Short Term	0	
Education	Neutral	Very Likely	Short Term	0	
Healthy and safe	Neutral	Very Likely	Short Term	0	
Homes	Neutral	Very Likely	Short Term	0	
Pride and cohesion	Neutral	Very Likely	Short Term	0	
Transport	Neutral	Very Likely	Short Term	0	
Work	Neutral	Very Likely	Short Term	0	

Negative Impacts

Category	Impact	Likely	Duration	Impact Score	What action can be taken to mitigate the potential negative impacts?	Action(s)	Owner(s)	Timescale(s)	If the negative impacts can't be mitigated, why should the project/decision proceed?

Strong Positive Impacts that are Possible

Category	Impact	Likely	Duration	Impact Score	What action can be taken to increase the likelihood that positive impacts are realised?	Action(s)	Owner(s)	Timescale(s)

Report to Council

Revenue Budget 2024/25 and 2025/26 and Medium Term Financial Strategy 2024/25 to 2028/29

Portfolio Holder: Cllr Abdul Jabbar MBE, Cabinet Member for Finance and Corporate Resources

Officer Contact: Sarah Johnston, Director of Finance

Report Author: Chris Kelsall, Assistant Director of Finance

28 February 2024

Reason for Decision

To provide Council with the budget reduction requirement and the Administration's budget proposals for 2024/25 and a forecast of the 2025/26 position having regard to the Provisional Local Government Finance Settlement (PLGFS) published on 18 December 2023 and the subsequent Final Local Government Finance Settlement (FLGFS) published on 5 February 2024. The report also presents the financial forecasts for the remainder of the Medium Term Financial Strategy (MTFS) period 2025/26 to 2028/29.

Executive Summary

This report presents the Council's Revenue Budget for 2024/25 together with the budget reduction requirement and the Administration's budget proposals for 2024/25 including Council Tax intentions. It also provides a forecast of the 2025/26 position and the financial forecasts for the remainder of the MTFS period, 2026/27 to 2028/29.

A version of the Revenue Budget 2024/25 and 2025/26 and Medium Term Financial Strategy 2024/25 to 2028/29 was presented to the Governance, Strategy and Resources Scrutiny Board on 25 January 2024. The Board scrutinised the report and the other reports on the agenda that form a core part of the Council's strategic financial planning framework.

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

Section 2 sets out key Council Policies and Strategies including the Co-operative Council Values, Corporate Plan, Constitution and Rules of Procedure, as the framework within which the Budget has been prepared.

Section 3 presents Local Government Finance developments which have an impact on 2024/25 and future years budgets. It also highlights the Chartered Institute of Public Finance and Accountancy (CIPFA) Financial Resilience Index, the CIPFA Financial Management Code.

Section 4 presents the Local Government Finance Policy Statement 2024 to 2025 which set out the Government's intentions to assist financial planning for Councils. It also details the impact of the 2024/25 FLGFS which was the sixth consecutive one-year Settlement. This included key information in relation to overall funding levels, Council Tax referendum limits and grants for 2024/25.

Section 5 presents the 2023/24 revised budget and year end forecasts. The 2023/24 Revenue Budget forecast outturn position at Table 5 highlights a current unfavourable projected variance of £16.2m; which will need to be financed from reserves. This is in addition to the general contribution from reserves of £9.5m approved by Council in March 2023, plus contributions from other earmarked reserves for specific projects/initiatives of some £7m. This means the total contribution from reserves in 2023/24 will be some £34m: a situation that is not sustainable and which has significantly reduced the financial resilience of the council.

Section 6 presents a range of expenditure pressures that contribute to the budget gap. In total they contribute £28.6m, an increase of £13.7m compared to the forecast presented to Full Council on 1st March 23. The expenditure pressures for 2025/26 are projected at a further £23.1m. The main pressures arise from pay, expenditure on Council buildings, increased demand and prices for Children's Social Care service provision and an increased demand for temporary accommodation.

Section 7 sets out the confirmed impact of the payment of levies and contributions to the Greater Manchester Combined Authority (GMCA) and a levy to the Environment Agency (EA). It shows a reduction in expenditure of £2.0m in the 2024/25 budget forecast compared to the March 23 forecast, of which £1.4m relates to bus reform expenditure deferred until 2025/26. The final levies position will be confirmed during February 2024.

Section 8 presents the impact of the PLGFS announced on 18 December 2023 and FLGFS published on 5th February 2024 on in respect of central Government Grants. It provides a commentary on the grants announced by or derived from the PLGFS. There is no significant change from the assumptions reported to Council in March 2023.

Section 9 sets out how the Locally Generated Income from both Business Rates and Council Tax will support the Council budget. The PLGFS confirmed referendum limits for general purpose Council Tax will remain at 3% each year from April 2024 without the need to hold a referendum. In addition, the threshold for Adult Social Care Precept (ASCP) will remain at a maximum of 2% each year from April 2024. There remains a requirement to evidence that the funds generated from this precept are used for Adult Social Care expenditure. The section sets out:

- the income to support the budget from Retained Business Rates and how this helps to reduce the level of budget reductions required. In total, Retained Business Rates income has increased from a forecast £50.2m to £56.3m as the Council continues to benefit from the GMCA Business Rates Retention Pilot Scheme. Most of the increase relates to increased transitional payments and a reduction in the provision in respect of appeals. The GMCA is entitled to part of this increase in Business Rates Income, currently estimated at £1.2m. The Business Rates income figure reflects the information contained within the NNDR1 Government submitted on 31 January 2024.

- the Council Tax position for 2024/25, advising that:

    - The Council Tax Base is 59,380, up from 58,500 in 2023/24 and broadly in line with the position assumed in March 2023.
    - A 2.99% increase in general purposes Council Tax increase is proposed together with a 2% increase for the Adult Social Care Precept.
    - An increase of 4.99% would not require a Council Tax referendum as it would be within the referendum criteria issued by the Government in the PLGFS.
    - The Council proposes to continue to provide no Council Tax Empty Property Discount and increase the Empty Property Premium from 1st April 2025.
    - Total Council Tax to be generated for use by the Council based on the Tax Base and the 4.99% increase (including the adult care social precept) is £116.2m in 2024/25.
    - The Greater Manchester Police and Crime Commissioner precept was confirmed on 30 January 2024 with an increase of £13 for a Band D Council Tax.
    - The Greater Manchester Mayoral General Precept (including Fire Services) was confirmed on 9 February 2024.
    - Saddleworth Parish Council agreed its precept on 18 December 2023 and Shaw and Crompton Parish Council agreed its precept on 30 January 2024. Confirmed figures are presented in the report.

Section 10 outlines the impact of Collection Fund (the ringfenced account within which Council Tax and Business Rates are managed). The 2023/24 Collection Fund forecast outturn projection as outlined in the month 8 financial monitoring report produces a net surplus of £0.75m of which the vast majority is Oldham Council's share and will be available to support the 2024/25 Revenue Budget.

Section 11 outlines the review of previously approved 2024/25 and 2025/26 Budget Reductions agreed in the 2021/22 and 2023/24 Revenue Budget Reports and advises that there has been some reprofiling of anticipated benefits.

Section 12 outlines the proposal to use Capital Receipts flexibly to finance expenditure leading to transformation in the sum of £2.6m for 2024/25 and a further £2.6m in 2025/26.

Section 13 details the revision to estimates for the financial years 2024/25 to 2025/26 compared to the position previously reported to Council on the 01 March 2023. This presents a revised Budget Reduction requirement (before the use of reserves) of £21.8m for 2024/25 and £6.8m for 2025/26.

Having regard to the proposed increase in Council Tax, Section 14 presents the Administration's approach to balancing the budget for 2024/25 via the Budget Reduction process. There are a total of 34 proposals presented in accordance with Political Portfolios. These are expected to deliver savings totalling £11.0m and impact approximately 90 FTEs in 2024/25. The proposals also have an impact on 2025/26 of £4.8m. All the proposals are presented in summary at **Appendix 5** and in detail at **Appendix 6**.

Assuming approval of the 2024/25 Budget Reduction proposals and taking into account the impact of one-off Budget Reduction proposals, the budget reduction requirement for 2024/25 reduces to £10.8m and 2025/26 to £2.2m as set out at Table 17.

Section 15 advises how the budget for 2024/25 is balanced and the final position for 2025/26 as follows:

- The first step in balancing 2024/25 is however, to increase the budget gap by introducing a contribution to reserves in 2024/25 of £1.2m, payable to the GMCA in relation to 100% Business Rates Pilot Gain.
- This increases the budget gap to £10.8m which is then balanced by the use of:
    - £2.5m general reserves (approved as part of the 2023/23 budget).
    - Additional general reserves of £8.2m to balance the 2024/25 budget.

- After all the budget adjustments and impact of the use of reserves to balance 2024/25, there remains a budget gap still to be addressed of £11.3m for 2025/26.

Section 16 presents the expected level of earmarked reserves at the end of 2023/24 at £36.8m that can support the 2024/25 budget including the Balancing Budget and Fiscal Mitigation reserves for 2024/25.

Section 17 presents the Statement of Robustness, a requirement under Section 25 of the Local Government Finance Act 2003 which is the assurance by the Director of Finance on the robustness of the estimates used for the purposes of the Revenue Budget calculations and the adequacy of proposed reserves and balances. General reserves are recommended to be increased from £19m to £30m reflecting the increasingly volatile expenditure pressures the Council faces and the low tax base from which the Council is able to raise additional income. A strategy will need to be developed in 2024/25 to raise the level of general reserves over the MTFS period and increase the financial resilience of the Council. The Director of Finance is able to provide Members with the necessary assurances in respect of the 2024.25 but the Council's financial position in later years is far less certain. A more detailed commentary is provided in Section 17 and at **Appendix 9**.

Section 18 sets outs out the proposed fees and charges for the financial year 2024/25.

Sections 19 and 20 set out the Medium Term Financial Strategy covering the financial years 2025/26 to 2028/29 including the plans for the transformation programme that will begin to help deliver the savings required to balance the budgets in future years.

Section 21 sets out the Council's Pay Policy Statement in accordance with the requirements of Section 38 to 43 of the Localism Act 2011, which requires full Council approval.

Sections 22 to the end of the report include options to consider, consultation comments and Legal and Procurement comments in accordance with standard practice.

Given the importance of delivering budget reductions and embedding the programme of transformational change, during 2024/25, a Delivery Board chaired by the Leader of the Council will regularly 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.

As advised above, the Revenue Budget 2024/25 and 2025/26 and Medium Term Financial Strategy 2024/25 to 2028/29 was presented to the Governance, Strategy and Resources Scrutiny Board on 25 January 2024 based on the information available at that time. The Board scrutinised the report and the other reports on the agenda that form a core part of the Council's strategic financial planning framework.

The Board considered in detail the Administration's 34 budget reduction proposals and was content to commend to Cabinet at a value of £11.0m in 2024/25 and a further £4.8m in 2025/26. The Board was also content with all other aspects of the report, including the proposed changes to fees and charges and therefore commended it to Cabinet.

Cabinet considered the Revenue Budget 2024/25 and 2025/26 and Medium Term Financial Strategy 2024/25 to 2028/29 at its meeting on 12 February 2024 and was content to commend the report in full to Council.

This report to Council, therefore presents a fully balanced budget for 2024/25, an estimated budget reduction requirement of £11.3m for 2025/26 and indicative forecasts for 2026/27 to 2028/29.

Recommendations

That Council approves:

1 The policy landscape and context in which the Council is setting its Revenue Budget for 2024/25;
2 The Budget Reduction requirement for 2024/25 and 2025/26 having regard to funding announcements including the Provisional and Final Local Government Finance Settlements;
3 The financial forecasts and Medium Term Financial Strategy for 2025/26 to 2028/29;
4 The additional revenue expenditure required to support the proposed Capital Programme of £1.45m for 2024/25 and a further £3.50m in 2025/26 as included at Table 6 of this report;
5 The use of £0.75m of surplus Collection Fund resources to support the balancing of the 2024/25 Revenue Budget;
6 The Flexible Use of Capital Receipts at a value of £2.60m for 2024/25 and 2025/26;
7 Revisions to previously approved Budget Reduction proposals resulting in a budgetary impact of £8.80m in 2024/25 and £6.32m in 2025/26. This includes the proposed dismissal of statutory officers and associated costs identified at Appendix 6, BR1-731;
8 The 2024/25 Budget Reduction proposals at a value of £11.02m with a further £4.82m for 2025/26;
9 The proposed use of £10.75m of reserves to balance the 2024/25 budget as set out in Table 18 of this report;
10 A proposed overall 2024/25 Council Tax increase of 4.99% for Oldham Council services (2.99% for general purposes and 2% Adult Social Care Precept) resulting in the charges set out at Table 12 of the report and the detailed charges set out at **Appendix 3**;
11 The proposed net revenue expenditure budget for 2024/25 for the Council set at £299.82m as set out at paragraph 15.6 and at **Appendix 8**;
12 The proposal to draw on the Collection Fund for major preceptors of £138.08m for Borough Wide services and £116.16m for Council services;
13 To confirm the Council Tax Reduction Scheme for 2023/24 identified at paragraph 9.30;
14 To approve the introduction of a 100% Council Tax Premium to be levied on Periodically Occupied Properties from 1st April 2025;
15 The proposed fees and charges as set out in the schedule included at **Appendix 10**;
16 The level of balances supporting the 2024/25 budget to be retained at £18.86m underpinned by the agreed policy on Earmarked Reserves;
17 The Pay Policy statement included at **Appendix 12**; and
18 The delegation to the Cabinet Member for Finance and Corporate Resources and the Director of Finance to make a final decision on the feasibility of a pensions pre-payment if it represents value for money to the Council as set out at 6.2-n.

Revenue Budget 2024/25 and 2025/26 and Medium Term Financial Strategy 2025/26 to 2028/29

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) which sets out a financial forecast for the period 2024/25 to 2028/29. The first part of this report focuses on the first two years of the MTFS period and at section 19 sets out a forecast for the final three years, 2026/27 to 2028/29.

1.2 Members will recall that when the 2023/24 budget was agreed it included an estimate of the likely budget reduction requirement for 2024/25 at a net £10.2m and at a net £15.1m for 2025/26. However, as would be expected, these estimates have been subject to a constant review throughout 2023/24. This report sets out the current budget reduction requirement and how it will be addressed for 2024/25 using the 01 March 2023 position as a starting point.

1.3 The FLGFS and associated funding announcements were confirmed on 05 February 2024 and the forecasts for 2024/25 have been updated using actual funding information and the 2025/26 estimates have been revised using information in the FLGFS and the Policy Statement. These revised estimates are presented in this report. The only significant change from the provisional Local Government Finance Settlement (PLGFS) is the allocation of an additional £2.3m to fund residential social care provision.

1.4 However, in addition to the cost pressures that were anticipated when the initial estimates for 2024/25 and future years were prepared, this financial year has seen an additional number of unforeseen financial challenges. The challenges include:

a) Continued increase in costs and the number of placements within Children's Services
b) Temporary accommodation for the homeless
c) Increased costs of maintaining the Council's property portfolio

1.5 When the initial 2024/25 MTFS was prepared, the impact of the issues presented at paragraph 1.4 were not foreseen and all have an on-going impact on the financial position which can only be estimated. As outlined in Section 16, the budget for 2024/25 will be supported by the availability of risk reserves that can be introduced if required during the year.

1.6 The information in the FLGFS together with the other Government announcements has enabled the preparation of detailed budget estimates for 2024/25 together with the Administration's proposals for balancing the 2024/25 budget, including Council Tax intentions. An indicative budget for 2025/26 is also presented, highlighting that, should nothing change between now and 2025/26 budget setting, budget further reductions of £11.3m will be required.

1.7 A version of the Revenue Budget 2024/25 and 2025/26 and Medium Term Financial Strategy 2024/25 to 2028/29 was presented to the Governance, Strategy and Resources Scrutiny Board on 25 January 2024 which had regard to the PLGFS and other relevant key policy announcements and developments available at that date. The Board scrutinised the report and was content to commend it to Cabinet without amendment. Cabinet considered the report on 12 February 2024.

1.8 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.

1.9 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

1.10 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 2024/25 and 2025/26, the way in which the challenge has been determined and then the approach to balancing the 2024/25 budget. It also highlights the balance still to be addressed for 2025/26. The final element of the report sets out the financial forecasts for the three year period 2025/26 to 2028/29, the final three years of a five year financial strategy. The sections are presented as follows.

Sections 2 to 5 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 specifically within the Local Government finance arena which impact on the budget setting arrangements for 2024/25 and future financial years. It also highlights the Chartered Institute of Public Finance and Accountancy (CIPFA) Financial Resilience Index, the CIPFA Financial Management Code and provides a commentary on financial resilience, which is of importance when considering the Council's financial standing in the context of budget setting.
- Section 4 presents the key points of the Policy Statement issued in November 2023 and the FLGFS issued on 05 February 2024.
- Section 5 outlines the month 8 financial monitoring position for both the Revenue Budget (a forecast £16.2m adverse variance) and the capital programme. This highlights the on-going financial pressures which influence or require addressing in 2024/25.

Sections 6 to 13 set out how the budget gap has been determined:

- Section 6 presents a range of expenditure pressures that contribute to the budget gap.
- Section 7 sets out the forecast impact of the payment of levies and contributions to GMCA.
- Section 8 presents the impact of the FLGFS announced on 05 February 2024.
- Section 9 sets out how the Locally Generated Income from both Business Rates and Council Tax will support the Council budget.
- Section 10 outlines the impact of the Collection Fund.
- Section 11 details the review of previously approved budget reductions.
- Section 12 outlines the Government's confirmation of the ability to use capital receipts to support transformation.
- Section 13 then summarises the impact of all the above and the revised Budget Reduction Requirement to be addressed.

Sections 14 to 16 present how the budget is balanced and the level of reserves available to the Council:

- Section 14 presents the Administration's 2024/25 and 2025/26 budget proposals to address the budget reduction requirement.
- Section 15 shows how reserves will be used to balance the 2024/25 budget.
- Section 16 presents the expected level of reserves at the end of 2024/25 and how they support the 2024/25 budget and financial strategy.

Section 17 presents a summary of the Statement of Robustness a requirement under Section 25 of the Local Government Finance Act 2003. This is the assurance by the Director of Finance on the robustness of the estimates used for the purposes of the Revenue Budget calculations and the adequacy of proposed reserves. The detailed Statement is attached at **Appendix 9**.

Section 18 sets outs out the proposed fees and charges for the financial year 2024/25. The detailed fees and charges schedule is presented at **Appendix 10**.

Sections 19 and 20 present the Medium Term Financial Strategy covering the financial years 2025/26 to 2028/29 including the plans for the transformation programme that will deliver the savings required to balance the budgets in future years.

Section 21 provides a brief summary of the Pay Policy Statement attached at **Appendix 12**.

Sections 22 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 2024/25 and future years are the Co-operative Council ethos, and the 2022/23 to 2028/29 Corporate Plan and Oldham Plan which were updated and approved during 2022. The following paragraphs explain the underlying drivers of the Council through the Co-operative ethos and Corporate Plan. However, the delivery of the objectives the Council has set need to be considered in the context of a requirement 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 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 its staff the Living Wage Foundation National Living Wage and providing funding for the providers of Adult Social Care to do the same, 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.

2.4 Following the ethos of a Co-operative Council, the Council continues to make fundamental changes in how it works with residents, businesses and partners.

The Council's Corporate Plan

2.5 Oldham Council's previous Corporate Plan ran from 2017 to 2020, confirming the Council's values of Fairness, Openness, Responsibility, Working Together, Accountability, Respect and Democracy (FORWARD) together with expected behaviours, and the co-operative approach to working with residents. This plan expired at the start of the COVID-19 pandemic so as an interim measure a COVID-19 Recovery Strategy was produced as a roadmap to supporting residents in response to the pandemic. This COVID-19 Recovery Strategy has now been replaced with a new Corporate Plan which was approved at the Council meeting of 7 September 2022.

2.6 Alongside the development of the Corporate Plan, the Council worked with partners to develop the new Oldham Partnership's vision document, Our Future Oldham. This was endorsed by the Council alongside the Corporate Plan at the Council meeting of 7 September 2022 and has subsequently been approved by members of the Oldham Partnership.

2.7 The Council's Corporate Plan and Our Future Oldham were developed in parallel to ensure that the Council's priorities over the five year period 2022/23 to 2026/27 to align as far as possible with our residents' broader vision for the future. This ensures the most effective and efficient use of resources to support the improvement of our residents' lives.

2.8 Oldham Council's Corporate Plan describes how the Council will maximise the impact of efforts and resources to improve the lives of residents in the borough. The Plan focuses specifically on the impact of the Council's work to support children and young people as this has been identified as the Council's number one priority. As will be seen later in the

report, the continued investment in Children's Social Care is an example of the Council's commitment to children and young people. The Plan acknowledges the present and future challenges created by the cost of living crisis and describes how services across the Council will be improved for residents. It sets out five policy priorities:

- Healthy, safe and well supported residents;
- A great start and skills for life;
- Better jobs and dynamic businesses;
- Quality homes for everyone; and
- A clean and green future.

2.9 It also highlights the Council's four operational priorities as:

- Residents first;
- Place based working;
- Digital; and
- Working with communities to reduce need.

2.10 Our Future Oldham outlines the vision for the future of the borough shared by the Oldham Partnership also informed by the views and priorities of residents. The document establishes a set of aims – the core elements of a good life in Oldham, that every resident should expect. These range from basics like a good education and a home that meets needs to contributing to creating a richer life and place, such as opportunities to meet/work with neighbours/community members.

2.11 Our Future Oldham also establishes the central governance model for the Oldham Partnership, including the functioning of the Partnership itself and its key delivery boards: the Economic Development Board, the Health and Wellbeing Board and the Communities Board.

2.12 The 2024/25 budget process has been framed around the aims of the Corporate Plan and Oldham Plan with the preparation of the 2024/25 Revenue Budget (including budget reduction proposals), the MTFS and the capital strategy having regard to the five policy and four operational priority areas and how these can be delivered.

Transformation Programme

2.13 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 been refreshed in 2023. This updated programme:

- 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;
- has begun to drive the implementation of those changes; and
- laid the foundations for the delivery of a substantial contribution to savings targets for 2025/26 and the period of the MTFS which is extended to 2028/29.

2.14 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 2024/25 and future years have been focused 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

2.15 Oldham Council has an agreed Constitution which sets out how the Council operates, how decisions are made and the procedures that ensure these decisions are efficient, transparent and accountable to local people. Most of the procedures are required by statute. 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 2024/25 Revenue Budget.

Budget and Policy Framework Procedure Rules

2.16 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.

3 Local Government Finance Developments

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 2024/25 and future financial years. 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 the on-going impacts of the global pandemic.

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. 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.

Business Rates Reform and Revaluation

3.3 The suitability of Business Rates as a method of raising income for Local Government has been questioned for a number of years. This is primarily focused on the in-built inequality whereby 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 deferred fundamental reform for the immediate future.

3.4 Business Rates income is retained for local use at 50% with the other 50% paid to Central Government, with the exception of a small number of Councils, such as in Greater Manchester. Oldham and the other GM Councils are piloting 100% Business Rates retention. It was confirmed this year that this scheme will continue for a further ten years.

3.5 Business Rates revaluation was implemented from 1 April 2023. It impacts on the amount of Business Rates paid by the occupiers of commercial premises and therefore the amount collectable by the Council. From 1 April 2023, Business Rates bills in England have been updated to reflect changes in property values since the last revaluation in 2017. A package of targeted support worth £13.6 billion over the next 5 years will support businesses as they transition to their new bills. Local Authorities are fully compensated for the loss of income as a result of these Business Rates measures and receives new burdens funding for administration and IT costs. It continues to be assumed that this will have a net neutral impact on the Council.

Adult Social Care – Deferring the Introduction of Social Care Reforms

3.6 The Government set out its longer term vision for Adult Social Care in three White Papers published in 2021/22. This included a number of reforms, one of which was a cap on how much individuals will pay for their care and another was the move to introducing a Fair Cost of Care. The FLGFS confirmed the deferring of the introduction of the social care cap for at least two years to October 2025. Councils are, however, still expected to move towards the introduction of the principles of the Fair Cost of Care but without a specific timeline. The Council has prepared its budget estimates having regard to the principles of moving towards the Fair Cost of Care.

3.7 Reform to Adult Social Care clearly impacts on the processes and procedures operated by the Council although the real impact will be when the changes are introduced from 2025/26.

Adult Social Care – New Funding

3.8 The additional funds announced within the 2023/24 FLGFS have been confirmed, albeit that this was funded in part from a reduction in the Services Grant.

The Chartered Institute of Public Finance and Accountancy Financial Management Code

3.9 As a result of the financial challenges facing the Local Government sector, CIPFA introduced the Financial Management Code with the objective "to support good practice in financial management and to assist Local Authorities in demonstrating their financial sustainability".

3.10 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

3.11 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.

3.12 A report was considered by the Audit Committee in January 2023, which set out that the Council has generally good compliance with the Code. A compliance update report was presented to the Audit Committee on 05 September 2023. This confirmed continued compliance and that action is being progressed to address the few areas for improvement that were previously identified. This can give Members further assurance about the financial management arrangements within the Council.

4 Local Government Finance Policy Statement and Provisional Settlement

4.1 On 22 November 2023, the Chancellor of the Exchequer, The Rt Hon Jeremy Hunt MP delivered his Autumn Statement 2023 (AS23).

4.2 The Autumn Statement was labelled a statement for growth by reducing debt, cutting taxes and rewarding work. The Statement provided very little new information on Local Government funding.

4.3 The Autumn Statement was followed on 5 December 2023 by a Local Government Finance Policy Statement which set out the Government's intentions for the Local Government Finance Settlement for 2024 to 2025. The Policy Statement included details of Council Tax referendum limits for April 2024 which has informed the approach to Council Tax as presented at Section 9. It also set out indications of the Government's intentions around Social Care Grants including funding announced at the 2022 Autumn Statement and other settlement grants. The information in the Policy Statement has therefore assisted in the preparation of financial estimates for both 2024/25 and 2025/26.

4.4 The 2024/25 PLGFS was released on 18 December 2023. This is the sixth consecutive one-year Local Government Finance Settlement. As confirmed within the 2022 Autumn Statement, the Government committed to providing stability for the remaining two years (2023/24 and 2024/25) of the Spending Review 2021 (SR21) period, alongside providing additional resources for priority areas such as social care.

4.5 Included in the PLGFS is key funding information for Local Authorities in relation to:

- Baseline funding levels for 2024/25.
- Council Tax referendum limits.
- Grants for 2024/25.

4.6 Councils had the opportunity to submit consultation comments on the Provisional Settlement issued on 18 December 2023. The Government issued specific consultation questions in relation to the Settlement to which a response was requested by 15 January 2024. The Council submitted a response by the deadline.

4.7 The PLGFS provided information on the following:

Settlement Funding Assessment

4.8 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 in lieu of piloting 100% Business Rates retention.

4.9 The figures presented in the PLGFS and the following table show a national increase in SFA from £17.145bn in 2023/24 to £18.039bn in 2024/25. This represents a 5.22% increase in national funding.

National position

Table 1 – SFA for England

SFA for England	2023/24 £m	2024/25 £m	Change £m
Settlement Funding Assessment	17,145	18,039	894
of which:			
Revenue Support Grant	1,905	2,118	213
Baseline Funding Level	15,240	15,921	681

Oldham Council

4.10 The Oldham SFA presented in the table below shows an increase of £4.194m from £105.241m in 2023/24 to £109.435m in 2024/25. This represents a 3.98% increase, slightly lower than the increase in overall national funding.

Table 2 – SFA for Oldham

SFA for Oldham	2023/24 £000	2024/25 £000	Change £000
Settlement Funding Assessment	105,241	109,435	4,194
of which:			
Revenue Support Grant	-	-	-
Baseline Funding Level	105,241	109,435	4,194

4.11 The table below shows the contingent parts included in the Government's Settlement Funding Analysis figures. The Baseline Funding Level has been uplifted by each authority's weighted average index (share of rateable value from the small and standard multipliers) and the Revenue Support Grant has been uplifted by September's Consumer Price Index (6.62%).

Table 3 – SFA funding streams

Funding Stream	2023/24 £000	2024/25 £000	Change £000
Baseline Funding Level	67,217	69,862	2,645
Revenue Support Grant	19,748	21,056	1,308
Public Health Grant	18,276	18,517	241
Total Settlement Funding Assessment	**105,241**	**109,435**	**4,194**

Core Spending Power

4.12 Published alongside the PLGFS is 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 2024/25 using Office of Budget Responsibility estimates.

4.13 The Provisional Settlement includes detail by individual Authority and the amounts for Oldham are shown in the table below.

Table 4– Core Spending Power

Core Spending Power for Oldham	2023/24 £000	2024/25 £000	Change £000
Core Spending Power	248,826	264,638	15,812

4.14 Whilst the settlement Core Spending Power implies the Council has £15.812m more resources than in 2023/24, the Government's CSP figures include assumptions as to the growth of the tax base and annual tax increases that are not all in line with the Council's own budget assumptions and estimates.

Council Tax & Referendum Limits

4.15 Also included within the PLGFS was information regarding Referendum Limits for Council Tax increases.

Council Tax Increases

4.16 With regard to General Council Tax increases, the referendum limit for 2024/25 is set at 5%, 3% for general purposes and 2% for the Adult Social Care Precept. As in previous years, Parish Councils remain excluded from the referendum limits.

4.17 Current budget estimates for 2024/25 assume a continuation of the approved Council Tax policy of a general Council Tax increase of 2.99% and an additional 2.00% for the Adult Social Care Precept. This is of course subject to confirmation.

Adult Social Care Precept

4.18 The threshold for Adult Social Care (ASC) Precept increases is at a maximum of 2% for 2024/25. There remains a requirement to evidence that the funds generated from this precept are used for Adult Social Care expenditure.

Mayoral Combined Authorities

4.19 The Government has not set Council Tax referendum principles for Mayoral Combined Authorities in 2024/25. It is expected that the Greater Manchester Combined Authority will consider any increases separately and will advise the 10 District Councils in due course.

Police and Crime Commissioners

4.20 The Government intends to set a referendum principle of £13 for Police and Crime Commissioners (PCCs).

Fire and Rescue Authorities

4.21 All Fire and Rescue Authorities are restricted to a 3% increase in 2024/25 (there is no additional £5 threshold).

Detailed Grant Funding Implications of the PLGFS for Oldham

4.22 The detailed grant funding notifications arising from the PLGFS are presented at Section 8 of the report and advise that compared to the report presented to Cabinet on 01 March 2023, the Council has received a reduction of £0.8m of ringfenced grant compared to that which was included in the March 2023 forecasts. The position in respect of ringfenced

grants is yet be determined and announcement with respect to many significant grants remain outstanding.

Final Local Government Finance Settlement

4.23 This was received on 05 February 2024. The only significant change from the provisional Local Government Finance Settlement (PLGFS) is the allocation of an additional £2.3m to fund residential social care provision (as telegraphed in advance on 24 January 2024).

5 2023/24 Revised Budget and Year End Forecasts

5.1 The Authority's 2023/24 Revenue Budget was approved by Council on 1 March 2023 at a sum of £287.1m incorporating the following measures to support the 2023/24 Revenue Budget:

- The use of £4.1m of surplus Collection Fund resources;
- Approved Budget Reductions resulting in a budgetary impact of £20.0m;
- £12.8m use of corporate and specific reserves with an offsetting transfer to reserves of £1.2m reflecting the requirement, under the Business Rates Retention Pilot scheme, to pay the Greater Manchester Combined Authority a share of Retained Business Rates income; and
- £2.6m of capital receipts in line with the flexibilities agreed by Secretary of State for Levelling Up, Housing and Communities.

5.2 However, it is important to note that there have been a number of further one-off funding allocations and amendments since March 2022. The current net revenue expenditure budget is £296.9m as reported in the Month 8 Financial Monitoring Report, elsewhere on the agenda. This represents an increase of £9.5m.

5.3 The current position for 2023/24 at Month 8 is a projected adverse variance of £16.2m. This represents an adverse movement of £1.6m compared to the position reported at Month 6 (£14.589m). The year-end position has been prepared by all services and section 8 provides more detail about the approved and planned use of reserves at month 8. The table below shows the year-end forecast position against budget for each Portfolio.

Table 5 - Summary Forecast Revenue Outturn 2023/24

	Budget	Forecast	In Year Transfer To/ (From) Reserves	Variance Month 8	Variance Month 6
	£000	£000	£000	£000	£000
Community Health and Adult Social Care	78,262	81,631	(2,554)	815	558
Children's Services	70,023	86,652	(3,243)	13,386	12,594
Public Health	24,342	25,971	(1,934)	(305)	(238)
Communities	8,988	9,365	(571)	(194)	(92)
Place and Economic Growth	59,963	67,450	(2,175)	5,312	4,797
Corporate Services	30,318	29,271	(263)	(1,310)	(1,157)
Capital, Treasury and Technical Accounting	24,956	24,882	(1,436)	(1,509)	(1,873)
NET EXPENDITURE	**296,852**	**325,222**	**(12,176)**	**16,194**	**14,589**
FINANCED BY:					
Collection Fund Surplus	(4,130)	(4,130)	-	-	-
General Use of Reserves	(12,786)	(12,786)	-	-	-
Transfer to Earmarked Reserves - Business Rates Retention Pilot Gain	1,209	1,209	-	-	-
Other Financing	(281,145)	(281,145)	-	-	-
TOTAL FINANCING	(296,852)	(296,852)	-	-	-
NET FORECAST VARIANCE	-	28,371	(12,176)	16,194	14,589

5.4 There are significant variances contained within the projected net overspend. There are currently three areas which are forecasting pressures at month 8:

- Children's Services is forecasting a pressure of £13.386m, the most significant contributing factor to the adverse variance;
- Place and Economic Growth is forecasting a pressure of £5.312m; and
- Community Health and Adult Social Care is forecasting a pressure of £0.815m.

The forecast overspends are offset by a series of favourable variances totalling £3.318m being reported within; Capital, Treasury and Corporate Accounting £0.305m within Public Health £0.194m within Communities and £1.310m within Corporate Services

More information on these variances is provided in summary in the following paragraphs.

5.5 Community Health and Adult Social Care (CHASC) is reporting a net adverse variance of £0.815m, after a £2.554m use of reserves compare to an adverse variance of £0.558m at quarter 2. The adverse variance is due to increased cost pressures within residential care placements and increased activity for home care packages.

5.6 Children's Services is forecasting a net adverse variance of £13.386m (£12.594m at quarter 2), after a £3.243m use of reserves. The main pressure is within Children's Social Care (CSC) which is showing an overspend of £12.594m. The adverse variance within CSC is in the main due to an increased demand for social care placements with many complex cases plus additional costs relating to the use of agency workers to reflect the increase in demand for services and hence case numbers. Education, Skills and Early Years is reporting an overspend of £0.890m. The main pressure within this service area remains in relation to home to school transport and Preventative Services is showing a balanced position.

5.7 Public Health is forecasting an underspend of £0.305m after a net £1.934m use of reserves primarily related to the use of the Contain Outbreak Management Fund grant which was brought forward from 2022/23.

5.8 Communities is showing an underspend of £0.194m after utilising £0.571m of reserves.

5.9 The Place and Economic Growth Portfolio is forecasting an adverse variance of £5.312m net of a £2.175m use of reserves, in the main due to pressures within the Waste Management, Estates and Property Management and Strategic Housing services. This overspend includes:

- The Strategic Housing Service is currently projected to overspend by £2.5m due to continuing demand pressures for Temporary Accommodation
- The Estates and Property Management Services are currently expected to overspend by £1.7m due to pressures against repairs and maintenance, rates, security budgets and Property Management pressures.

5.10 The Corporate Services Portfolio is forecast to underspend by £1.310m after the utilisation of £0.263m use of reserves. The surplus position within Corporate Services is in the main due to general staffing cost underspends throughout the portfolio with the main directorates being Finance (£0.711m) and Customer, Digital and Transformation (£0.434m) these are offsetting a pressure of £0.180m within Legal Services.

5.11 Capital, Treasury and Technical Accounting is showing a favourable variance of £1.509m.

5.12 A more detailed analysis of the financial performance, the major variances and contributing factors can be found by Portfolio in Section 3.

5.13 It is important to note that six 2023/24 approved budget reductions totalling £1.224m are currently forecast not to be achieved and are therefore rated 'Red – Will not / is not expected to be delivered in full'. In addition, a further three reductions are rated 'Amber/ Red - being closely monitored in year with elements expected not to be delivered' with £0.149m of a possible £0.239m forecast not to be achieved. Further details are provided in section 3. Therefore, currently £1.373m of the projected adverse variance is due to the failure to deliver budget reductions.

5.14 In addition, there are a further three Budget Reductions, across a range of Divisions, with a combined value of £0.955m rated 'Amber – being closely monitored but expected to deliver'. All the Amber budget reductions are being closely monitored as set out in the Revenue Monitoring report presented to the Board at this meeting.

5.15 In view of the projected and increasing adverse variance, Management instruction have been put in place to address the overspending, namely:

- management actions across all service areas to review and challenge planned expenditure and to maximise income;
- processes to monitor the recruitment of staff to vacant posts and significant items of expenditure; and
- ensuring non-essential expenditure is minimised.

In effect this is a continuation of actions that were initiated last year (and previous years), however, the variance at month 8 and throughout 2023/24 is much more significant than that at any point during 2022/23. It is therefore essential that this approach is rigorously applied and where possible, any transformation programme projects linked to savings are accelerated.

5.16 The effectiveness of management action and corporate procedures will continue to be closely monitored by Management Teams right up to the end of the financial year. Management action should ease the overall financial pressures, but the impact of such action has not been included in the forecast as it has yet to be demonstrated.

5.17 The projected outturn for 2023/24 has been used to inform budget setting for 2024/25 with particular emphasis on the forecasts for pay, property costs, contractual and general service inflation, together demand pressures within Adults Social Care, Children's Social Care and temporary accommodation.

6 Expenditure Adjustments

6.1 A range of budget adjustments and pressures and have been identified during the preparation of the 2024/25 budget and 2025/26 forecasts. For 2024/25, these now total £28.6m, an increase of £13.7m compared to the 01 March Council report. For 2025/26, the total is £23.1m. The table below presents the detailed changes for 2024/25 and 2025/26, explained in the following narrative.

Table 6 - 2024/25 and 2025/26 Expenditure Adjustments

	2024/25 Council (01 Mar 2023) £000	2024/25 Revisions £000	2024/25 Final Position £000	2025/26 £000
Expenditure Adjustments				
Pay Inflation	5,000	5,093	10,093	**4,772**
Contruactual Inflation	1,000	(500)	500	**0**
Service Inflation	1,000	(1,000)	0	**1,000**
Energy Inflation	0	(1,600)	(1,600)	**0**
Public Health	0	918	918	**0**
Fees and Charges		(1,000)	(1,000)	**(500)**
ASC Demand Pressures - Demographics	1,000	1,350	2,350	**3,500**
Adult Social Care - Adult Social Care Discharge Fund (BCF)	(1,046)	-	(1,046)	**-**
Adult Social Care - Market Sustainability and Improvement Fund	(1,324)	(958)	(2,282)	**-**
Impact of National Living Wage Foundation Living Wage commitment	3,108	3,128	6,236	**4,000**
Charging Reform				**1,000**
Children's Services Demand		10,000	10,000	**2,000**
Housing / Homelessness	0	2,162	2,162	**0**
Development Fund / Political Priorities	3,000	(2,500)	500	**1,000**
Home to School Transport - Additional Costs	250	500	750	**250**
Capital Charges	3,478	(2,028)	1,450	**3,500**
Treasury Management Income		(1,250)	(1,250)	**500**
Other	(639)	1,442	803	**2,089**
Total Expenditure Adjustments	**14,827**	**13,757**	**28,584**	**23,111**

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

a) **Pay Inflation**

The 2023/24 pay award has been agreed for most Local Government employees and its impact on the Council is estimated at 6.8% to the pay bill. This is considerably higher than the original estimate of 4.5%. Reflecting these significant percentage increases, the budget for 2024/25 requires uplifting by £10.1m, which includes the additional impact for the 2023/24 pay award plus an estimated increase of 4.5% for 2024/24. This is £5.1m higher than previously presented to Cabinet following a recalculation of the pressure after the receipt of December's payroll information. The impact of a further 3% pay increase for 2025/26 results in a further pressure of £4.8m in that year.

b) **Contractual Inflation**

The Council has a number of contracts that are linked to RPI and CPI national rates which remain high, resulting in a 2024/25 pressure of £0.5m.

c) **Service Inflation**

As part of the budget reduction measures to be implemented, a cash freeze is to be applied to all non-pay budgets in 2024/25. The 2025/26 budget assumes a limited increase of £1.000m.

d) **Energy Price Inflation**

This reflects the widespread fall in energy prices during 2023. The Council fixes costs in advance using its block purchasing arrangement with Crown Commercial and the budgeted cost reflect known reductions that will take effect in 2024/25.

e) **Fees and Charges**

As noted in Section 18 and detailed at **Appendix 10**, most fees and charges are proposed to increase by 8.8% in 2024/25. This is reflective of ongoing cost pressures and the fact that prior to 2022/23 (where most fees and charges were increased) many services' charges had remained unchanged for a number of years.

f) **Adult Social Care – Demand Pressures/ Demographics**

Members were advised in March 2023 that Adult Social Care pressures including the impact of demographics would require significant investment. Following the additional resources of £16.5m made available in in 2022/23 no further investment for demand pressures is proposed for 2024/25. A further £3.5m is earmarked for 2024/25.

g) **Adult Social Care Grants**

As advised in March 2023, new ringfenced grants for Adult Social Care were expected to provide additional resources of £3.4m in 2024/25. The PLGFS has confirmed these allocations for 2024/25 but no announcement was made in respect of 2025/26.

h) **Adult Social Care – Foundation National Living Wage**

Along with other GM authorities, the Council committed to paying a fair cost of care and this involves reimbursing Care Providers that pay their staff the Foundation Living Wage, as opposed to the Minimum Wage. The Foundation Living wage will increase from 1st May 2024 from £10.90 to £12.00, an increase of 10% that is factored into the above calculations.

i) **Children's Social Care Demand Pressures**

This reflects the increased demand care provision outlined in Section 5 of this report and assumes that the increased costs faced in 2023/24 will continue into 2024/25.

This is on top of the additional investment added to the budget for 2024/25 on a one-off basis to pump prime transformational activity, outlined in the report to Council in March 2023. This is expected to deliver efficiencies and savings thus reducing the cost of Children's Services in future years (see Table 24 below). As this is one off in nature the funding is removed in 2025/26.

j) **Temporary Accommodation for the homeless**

This is as a result of the 2023/24 overspend within the Strategic Housing Service of £2.5m due to continuing demand pressures for Temporary Accommodation as referred to in Section 5.

k) **Development Fund / Political Priorities**

The 2025/26 forecasts include a budget of £0.5m to facilitate the funding of corporate priority developments that emerge during the budget process in line with political priorities.

l) **Home to School Transport**

The continuing increase to both demand and the cost the Home to School Transport Service means an increase from £0.25m to £0.75m. A further pressure of £0.250m is anticipated for 2025/26. The savings proposal (BR1 -704) outlined in **Appendix 6** seeks to mitigate this cost with the result that additional impact is £0.3m less than it otherwise would be.

m) **Capital Charges and investment income**

The increases in interest rates throughout 2023 have resulted in increased returns on investments but also increased charges on new borrowing. The net impact is forecast to be minimal in 2024/25 but from 2025/26 the impact becomes more significant as reserves are utilised and new borrowing is undertaken to finance the capital programme.

n) **Cessation of Pension Prepayment Flexibility**

In previous years, the Council has made an up-front payment of its employer pension contributions to the GMPF to generate a Revenue Budgets. Whilst the option to make such a prepayment will be available in 2024/25, the treasury management position of the Council and prevailing interest rates means this now a much less beneficial option and no prepayment is currently planned.

No decision on whether to make the employers pension contribution prepayment is required until April 2024 and there could be changes to the financial viability of the prepayment before that time. Delegation is therefore sought to enable the Director of Finance in consultation with the Cabinet Member for Finance and Corporate Resources to make a final decision on the feasibility of the pre-payment and hence the generation of an additional benefit to the Council. Should a prepayment be made, the financial implications will be reported to Cabinet in the Month 3 monitoring report for 2024/25.

7 Levies

7.1 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.

7.2 As reported to Council on 01 March 2023, it had been assumed that a charge of £1.4m would be levied to support the Mayoral Bus Reform initiative. This contribution will now be made in 2025/26. Overall the contribution to levies will be £2.0m less than forecast in March 2023.

7.3 The increased contribution to levies/contributions for 2025/26 results from the £1.4m for the Mayoral Bus Reform initiative and will be funded on a one-off basis by the use of reserves.

7.4 Members will be aware that this financial year, the GMCA has returned to the Council its share of excess 2020/21 Waste Disposal service reserves at a value of £2.8m. This refund will be held in the Council's reserves at the end of the 2023/24 financial year and used to support the Revenue Budget in 2024/25.

7.5 The Council's contribution to the Environment Agency Levy has not changed significantly.

Summary of Levies/Contributions

7.6 The changes to the estimates relating to Levies are summarised in the table below:

Table 7 – Impact of Levies

	2024/25 Council (01 March 23) £000	2024/25 Revisions £000	2024/25 Position £000	2025/26 £000
Change to GMCA Levy budgets	2,851	(1,993)	858	2,971
Environment Agency Levy	2	3	4	5
Total Impact of Levies, the Statutory Charge and Contributions	**2,853**	**(1,990)**	**742**	**2,976**

7.7 The change to the levies for both GMCA services and the Environment Agency were confirmed in February 2023.

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

8.1 The PLGFS and associated announcements provided information about some but not all of the Government grant funding that the Council is expecting to receive in 2024/25. However, as is shown in the table below and the accompanying commentary, the Council expects to receive an increase in grant funding of £1.2m as outlined in the table below. It should be noted that there has been no specific funding provided for the general inflationary pressures that the Council is experiencing.

Summary of Unringfenced Government Grants

8.2 A summary of all grants notified or anticipated (for which a sum has been assumed) as included in the PLGFS is shown in the table below. Total funding equals £115.5m which is £1.4m above the forecasts presented to Council on 01 March 2023.

Table 8 – Summary of Unringfenced Government Grants

	2024/25 Council (01 Mar 2023) £000	2024/25 Revisions £000	2024/25 Final Position £000	2025/26 £000
Government Grant				
Business Rates Top Up	(48,113)	617	(47,496)	(48,378)
Grant in Lieu of Business Rates	(27,910)	(12)	(27,922)	(31,069)
Improved Better Care Fund Grant	(11,188)	0	(11,188)	(11,188)
Social Care Support Grant	(24,783)	(2,724)	(27,507)	(30,325)
Other Grants	(2,089)	675	(1,414)	(1,057)
Total Government Grant Funding	**(114,083)**	**(1,444)**	**(115,527)**	**(122,017)**

8.3 The unringfenced Government Grants notified or expected for 2024/25 and 2025/26 are detailed below:

a) Business Rates Top Up Grant

Business Rates top up grant for 2024/25 is as notified in the PLGFS.

For 2025/26, it is expected that the Government will again increase allocations in line with CPI.

b) Grant in Lieu of Business Rates

Directly aligned to the Business Rates income that the Council generates 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 the Business Rates Reliefs and the multiplier cap.

The 2024/25 compensation that Oldham will receive has been included within the Grant in Lieu of Business Rates allocation detailed above at a value of £27.6m. The increase in the grant to £31.1m in 2025/26 reflects the fact that business rates income is forecast to be minimal in 2025/26.

c) Improved Better Care Fund Grant

The PLGFS confirmed the Improved Better Care Fund for 2024/25 at £11.2m, it is expected to remain at this level for 2025/26.

d) Social Care Support Grant

The PLGFS also confirmed the value of the Social Care Support Grant at £25.2m and this was increased by £2.3m to £27.5m in the FLGFS. This is in line with the estimate reported to Cabinet on 12 February.

The grant provides Councils with financing the increased expenditure pressures for both Adult and Children's Social Care.

e) Other Grants

Included within the estimates presented to Council in March 2023 was an allocation of £1.2m for the Services Grant (this represented a significant reduction from the £2.6m allocation in 2022/23). The PLGFS confirmed that Oldham's Services Grant allocation for 2024/25 is £0.4m, which represents a significant reduction and one that has been applied to all metropolitan authorities. It would appear that this grant has been used to fund the increases in some of the above grants that was announced last March.

For 2025/26, it is expected that the Government will reduce the Services Grant further to fund inflationary increases to the RSG.

Ringfenced Grants

8.4 The estimates underpinning the Council's estimates are based on ringfenced grants being allocated to fulfil their intended purpose. Such grants include the Dedicated Schools Grant, Supporting Families Programme (formerly Troubled Families), Housing Benefit Subsidy Grant, Discretionary Housing Payments 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.

<u>Dedicated Schools Grant (DSG)</u>

8.5 The 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 (NFF). The Council's approach to funding schools for 2024/25 was approved at Cabinet on 01 March 2023.

8.6 The overall DSG allocation is confirmed at £349.7m, an increase of £27.8m. Members may recall, the Council successfully submitted an application for the 2023/24 funding to be protected at 2022/23 levels on the basis that the costs will still be incurred, a similar application will be submitted in relation to the 2024/25 funding for historic commitments. In respect of the ringfenced DSG account, from a predicted cumulative surplus outturn of £3.6m in 2023/24, the position is forecast to further improve with an in year 2024/25 forecast surplus of £0.8m.

8.7 Further details regarding the DSG and allocation are included in **Appendix 1**.

Supporting Families (formerly Troubled Families) Programme

8.8 The Supporting Families Programme aims to support families with deep rooted problems relating to issues such as crime and anti-social 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. Funding is projected to increase over the next two years, with an indicative allocation of £1.6m in 2024/25 and £1.7m in 2025/26 but with a requirement to successfully support 680 families in 2024/25 and 840 families in 2025/26 (a 100% increase). The funding will complement investment through the Government's Family Hubs programme.

Housing Benefit Scheme / Housing Benefit Subsidy Grant

8.9 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.

8.10 In 2023/24 the Council is currently forecasting £39.4m of funding for Housing Benefit from the DWP. This allocation is likely to be reduced during 2024/25 as Housing Benefit caseloads continue to fall as more people switch from housing benefit to Universal Credit. The estimated 2024/25 position will be revised following the Council's submission of updated information in accordance with the statutory deadline of 1 March 2023.

Discretionary Housing Payments (DHP)

8.11 The Council is awaiting notification of DHP grant allocations for 2024/25. For the 2023/24 financial year, the amount received by the Council was £0.4m and it is expected that the allocation for 2024/25 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

8.12 The Government has announced continuation of a ringfenced grant to tackle homelessness and rough sleeping. As advised in March 2023, an allocation of £0.6m was awarded to Oldham in respect of 2024/25.

Domestic Abuse Duty Funding

8.13 The Domestic Abuse Act 2021 placed new duties on Local Authorities across England to ensure that victims of domestic abuse and their children can access the right support in safe accommodation when they need it. As forecast in March 2023, for Oldham, the ringfenced grant awarded is £0.6m for 2024/25.

Adult Social Care - Market Sustainability and Fair Cost of Care Fund

8.14 £1 billion funding was announced by the Government in 2022. Of this funding, £600m of Better Care Fund grant is split between Local Authorities and the National Health Service

(NHS) with the Market Sustainability and Fair Cost of Care funding in 2022/23 of £162m being rolled in for 2024/25. As outlined in Section 6, the FLGFS confirmed that Oldham's allocation for this ringfenced grant is £2.0m, which is in line with previous estimates.

Adult Social Care – Discharge Fund

8.15 Of the £1 billion additional funding detailed above, £400m is to be allocated to Local Authorities to help support with hospital discharges. The FLGFS confirmed the 2024/25 allocation at £1.3m, again in line with previous estimates.

Household Support Fund Grant

8.16 Notifications for 2024/25 have not yet been received and it is not certain whether this grant will be continued. The allocation in 2023.24 was £4.8m.

Holiday Activities and Food Grant

8.17 This purpose of this funding is for Local Authorities to make free places at holiday clubs available in the Easter, summer and Christmas school holidays in 2024/25. These places will be made available to children in the Local Authority area who are eligible for and receive free school meals. The allocation for Oldham in 2023/24 was £1.5m but no announcement has yet been made in respect of 2024/25.

Council Tax Support Fund

8.18 In 2022, DLUHC published allocations for a new Council Tax Support Fund of £100m which is to be used to support the most vulnerable households in England. Oldham's allocation for this ringfenced grant was £0.6m for 2023/24. Again, no announcement has been made as to whether this funding will continue.

9 Locally Generated Income

9.1 The table below sets out the individual elements of locally generated income with narrative detailing the key issues in the following paragraphs.

Table 9 - Locally Generated Income

	2024/25 Council (01 March 2023) £000	2024/25 Revisions £000	2024/25 Final Position £000	2025/26 £000
Locally Generated Income				
Retained Business Rates	(50,164)	(6,119)	(56,283)	(55,231)
Council Tax Income - General Purposes	(97,113)	(1,731)	(98,844)	(103,179)
Adult Social Care Precept	(17,200)	(111)	(17,311)	(19,800)
Parish Precepts	(326)	(24)	(350)	(364)
Total Locally Generated Income	**(164,803)**	**(7,985)**	**(172,788)**	**(178,574)**

Retained Business Rates

9.2 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 on Business Rates income has been the granting of a range of reliefs and discounts which has generated Grant in Lieu of Business Rates as explained at 8.3 (b). An extra factor for the financial year 2024/25 has been Business Rates Revaluation which has determined the amount of rates to be collected locally.

9.3 The impact of Retained Business Rates and Grant in Lieu of Business Rates on the 2024/25 budget is set out in the above table, comparing the estimated position reported to the Cabinet meeting of 01 March 2023 against the revised expected position.

9.4 The key financial implications for the 2024/25 budget are explained in the following paragraphs.

9.5 As presented to Council on 01 March 2023, the anticipated Retained Business Rates income for 2024/25 was shown at £50.2m. This has increased to £56.3m, the increase being in part the consequence of the assumption of a benefit of £4.2m from the Business Rates pilot scheme for 2024/25

9.6 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 at £56.2m was presented to Cabinet on 22 January 2023. 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. The work to finalise the NNDR1 has now been completed and submitted to Government. Under delegation approved by Cabinet on 22 January 2023 the final Business Rates Tax Base was agreed by Cabinet Member for Finance and Corporate Resources in consultation with the Director of Finance at a sum of £56.3m, with £1.2m available for GMCA. This represents the best estimate available.

9.7 For the purposes of formal decision making, Oldham Council's share of the Business (Non-Domestic) Rates forecast for 20223/24 is presented at £51.3m. However, when including

the Retained Business Rate pilot scheme growth, the Council's share increases to £55.0m, with £1.2m available for the GMCA. This represents the best estimate available. This is represented below as follows:

Table 10 – 100% Pilot Scheme Benefits

	£000	£000
Council's share of 2024/25 Retained Business Rates income	(51,336)	
Council's share of Retained Business Rates Pilot scheme growth	(3,710)	
Total Benefit to the Council		**(55,046)**
GMCA share of Retained Business Rates Pilot Scheme Growth		(1,237)
Total Retained Business Rates Income		**(56,283)**

9.8 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 RSG 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).

9.9 It has now been confirmed as part of the GM Devolution Deal that the 100% Business Rates Retention scheme will continue for a further 10 years from 2024/25. The scheme will no longer be considered a pilot scheme, and the 'no detriment' principle where no authority will be worse off from being in the 100% pilot, is to end. To date no GM authority has been in a detriment position. Discussions are on-going with GMCA, other GM authorities and the government regarding the detail of the proposals; an update will be provided once the financial impact can be assessed.

9.10 The estimated Business Rates income for 2025/26 is £55.2m. This is based on the presentation of Business Rates income assuming the pilot scheme continues.

9.11 No earlier than 2026/27, there will be a partial Business Rates reset which will allow local authorities to retain growth from rates income that has been generated as a result of local investment. Overall, however, the impact is likely to be detrimental to Oldham and the impact of this is currently being assessed.

Council Tax

9.12 Council Tax is the largest single revenue stream that is used to support the Council's Revenue Budget. Council Tax and Adult Social Care Precept (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 Council Tax as set out below.

Council Tax Base

9.13 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.

9.14 When the original estimates were prepared for 2023/24, it was assumed that the Council Tax Base would be 58,500 Band D equivalents in 2023/24, increasing to 59,380 in 2024/25. The Council Tax Base as at December 2023 was 58,692 and on the basis that this is forecast to continue rising throughout 2023/24 and 2024/25, no change is proposed to this estimate. This was presented to Cabinet for approval on 22 January 2024. The Tax Base calculations are summarised in **Appendix 2**.

Council Tax Policy

9.15 Members will recall that in 2023/24, the Council increased its Council Tax by 3.99% which was comprised of 2.99% for general purposes and 2% for the ASCP.

9.16 The PLGFS proposed no changes to the existing Council Tax limits. Therefore, the maximum increase without the requirement to hold a Council Tax referendum for both 2024/25 and 2025/26 is 4.99%. The Government assumes in its calculations that Authorities will increase Council Tax by the maximum allowed.

9.17 Consideration has been given to the approach to Council Tax for 2024/25 and 2025/26 having regard to the information set out in 8. Members are therefore proposing to revise the Council Tax policy and increase Council Tax by 4.99% reflecting:

- An increase of 2.99% to Council Tax for general purposes
- An increase of 2% for the ASCP

9.18 This increase is still provisional at this stage and will only be finalised at the Budget Council meeting of 1 March 2023.

Council Tax Income – General Purposes

9.19 Taking account of the proposed levels of Council Tax increase and movement in Tax Base, estimated Council Tax income is £98.9m for 2024/25 and £103.2m for 2025/26.

Council Tax Income - Adult Social Care Precept

9.20 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 2024/25 and 2025/26. This increase will generate an additional £2.2m Council Tax income for 2024/25.

9.21 The revenue raised from the ASCP must be ringfenced to support the increased costs of Adult Social Care and 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).

9.22 The Government has confirmed that the threshold for ASCP increases is also at a maximum of 2% for 2025/26. The estimates in this report assume that this flexibility will be taken to support increased spending in Adult Social Care in 2025/26.

Council Tax Levels for 2024/25

9.23 As Members will only be making decisions in relation to Council Tax levels for 2024/25, this section of the report only presents 2024/25 Council Tax information.

9.24 Taking into account the proposals above, Oldham Council Band D Council Tax for 2024/25 is therefore proposed at £1,956.13 of which £291.52 relates to the Adult Social Care Precept. This represents an overall increase of 4.99% in Council Tax for Oldham Council services. Table 11 highlights the general purposes Council Tax this will generate together with the ASCP.

9.25 As advised previously, the Council Tax for 2024/25 will not be finally determined until the Budget Council meeting on 1 March 2023.

9.26 Any changes to the Parish Precepts will be for the respective Parishes to agree.

Relevant Basic Amount of Council Tax

9.27 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.

9.28 This "excessiveness" is determined annually and for 2024/25 was detailed in 'The Referendums Relating to Council Tax Increases (Principles) (England) Report 2024/25 (draft)' which was published as part of the PLGFS for 2024/25. For Oldham Council, the RBA consists of an increase in the RBA of Council Tax comprising a maximum of 3% for general Council Tax plus 2% for the ASCP.

9.29 For Oldham, the 2024/25 maximum Council Tax increase available is 5% (3% for general purposes and 2% ASCP). Therefore, any increase below 5% would not be classed as excessive and would not trigger a referendum. The Council Tax intention set out above is therefore not "excessive" and no referendum is required.

Council Tax Reduction (CTR) Scheme

9.30 The CTR Scheme presented to Cabinet on 13 November 2023, set 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. The proposed scheme for 2024/25 is unchanged from the 2023/234 scheme. The financial impact of the Council's proposed scheme is reflected in the Council Tax Base estimates which were presented to Cabinet on 22 January 2024. The Tax Base, in turn, underpins the budget estimates included within this report.

Council Tax Empty Property Discount

9.31 From 1 April 2023, the Council ceased providing any discount for these properties. It is proposed that this policy continues.

Council Tax Empty Property Premium

9.32 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.

9.33 With effect from 1 April 2023, the Council introduced:

- Premium of 200% for properties that are empty and unfurnished for between five and ten years.
- Premium of 300% for properties that are empty and unfurnished for over ten years.

It is proposed that this policy continues.

Additional Council Tax Empty Property Premium and Periodically Occupied Properties

9.34 The enactment of The Levelling-up and Regeneration Act 2023 gives Billing Authorities further flexibility to bring forward the time period under which a premium can be charged on long-term empty properties from two years to one year, together with the introduction of a Council Tax premium of not more than 100% on Periodically Occupied Properties. This may affect approximately 472 empty properties and 327 second homes in Oldham. The Act confirms that the amendment for the Empty Property Premium will have effect for the financial year beginning on or after 1 April 2024 and it does not matter whether the commencement date of the properties becoming vacant, in respect of the amended period of one year provided for in the Bill, began before the Bill actually comes into force.

9.35 In relation to Periodically Occupied Properties, a billing authority's first determination to charge the premium must be made at least one year before the beginning of the financial year to which it relates. It is proposed to introduce this charge at 100% from 1 April 2025. It is proposed to introduce this charge from 1 April 2025.

Impact of Decisions of Precepting Authorities

9.36 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:

<u>Mayoral Police and Crime Commissioner Precept</u>

9.37 The PLGFS allows a Mayoral Police and Crime Commissioner Council Tax precept increase of up to £13 for a Band D property for 2024/25 without a referendum. In response to this, the Mayoral Police and Crime Commissioner for Greater Manchester launched a consultation on the precept to be charged for 2024/25 proposing a Band D Council tax increase at the maximum level of £13. This would take the precept to a value of £256.30 for a Band D property (this increase has been included in the figures at tables 11 and 12). The consultation closed on 24 January 2024 after which comments were considered by the Police, Crime and Fire Panel on 30 January 2024. The panel approved the Mayor's proposal for a precept increase of £13 per Band D property for 2024/25.

<u>Mayoral General Precept (including Fire Services)</u>

9.38 At a meeting of the GMCA on 26 January 2024 the Mayor presented his intention for the Mayoral General Precept (this will incorporate 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 increases to the precept for Fire Services are capped for a Band D property at the higher of 3% or £5.00 without a referendum. The Mayor has proposed to increase the Mayoral General Precept to £112.95 (an increase of £5.00 for a Band D property) comprising of £81.20 for functions previously covered by the Fire and Rescue Authority (a £5 increase) and £31.75 for other Mayoral General functions (no increase). The impact of the £5 increase has been included at Tables 11 and 12. The precept was formally determined at the GMCA meeting on 9 February 2024.

Parish Precepts

9.39 Parish Precept income is collected by the Council on behalf of the Saddleworth and Shaw and Crompton Parish Councils. This is then paid to the Parish Councils and this income and expenditure is included in the net Revenue Budget of the Council. These precepts are included on the Council Tax bills of properties falling within these parish areas. The revenue collected is for the benefit of each parish and thus has no impact on the financial projections presented in this report.

9.40 On 18 December 2023 Saddleworth Parish Council agreed to increase its Band D Council Tax charge for 2024/25 from £25.50 to £27.01, an increase of £1.51. This increased charge together with a change in Band D equivalent properties in the Council Tax Base has resulted in Saddleworth Parish Council setting a precept of £247,142. For 2024/25 this increase equates to £0.019m of additional income for the Parish Council.

9.41 On 30 January 2024 Shaw and Crompton Parish Council agreed to increase its Band D Council Tax charge for 2024/25 from £17.89 to £18.78, an increase of £0.89. This increased charge together with a change in Band D equivalent properties in the Council Tax Base has resulted in Shaw and Crompton Parish Council setting a precept of £107,522. For 2024/25 this increase equates to £0.007m of additional income for the Parish Council.

Council Tax to be Used to Support the 2024/25 Budget

Council Tax

9.42 Having received confirmation from all precepting bodies, taking account of the Council Tax Base of 59,380 for 2024/25 and the Council Tax and Adult Social Care Precept proposals, the sums anticipated to be drawn from the Collection Fund for Council Tax in 2024/25 are as shown in the table below.

Table 11 – Draw down on Collection Fund

Precepting Body	2024/25 £000
Oldham Council including Social Care Precept	116,155
Mayoral Police and Crime Commissioner Precept	15,219
Mayoral General Precept (including Fire Services)	6,707
Saddleworth Parish Council	247
Shaw & Crompton Parish Council	108
TOTAL	138,436
Less: contribution from Parish Taxpayers	(355)
TOTAL Draw on Collection Fund for Major Preceptors	**138,081**

9.43 The 2024/25 Band D Council Tax is shown in the table below at anticipated levels for Oldham Council services, Mayoral Precepts and Parish Precepts. Detailed Council Tax information is presented at Appendix 3.

Table 12 - Anticipated Band D Council Tax

Council Tax Raising Body	2023/24 £	2024/25 £	Change %
Oldham Council	1,863.16	1,956.13	4.99%
Mayoral Police and Crime Commissioner Precept	243.30	256.30	5.34%
Mayoral General Precept (including Fire Services)	107.95	112.95	4.63%
TOTAL BAND D COUNCIL TAX	**2,214.41**	**2,325.38**	
Saddleworth Parish Council	25.50	27.01	5.92%
Shaw & Crompton Parish Council	17.89	18.78	4.97%

10 Collection Fund

10.1 The Collection Fund is a statutory fund held separately from the General Fund of the Council. Due to the impact of COVID-19 and the reduction in both Council Tax and Business Rates collection, 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.

10.2 Due to the better than expected level of both Council Tax and Business Rates income collection (as outlined below), there was no need to recover the Collection Fund Deficit in 2023/24 and in 2023/24 a one-off contribution of £4.1m was released to support the budget.

10.3 The Collection Fund balances remain in surplus, and following a review of the Month 9 position, it has been assessed that £0.75m of the net surplus in both Council Tax and Business Rates can be drawn down to support the 2024/25 budget setting process as shown in the table below.

10.4 The Collection fund position is summarised below:

Table 13 – Collection Fund Summary

Collection Fund Balance	Council Tax £000	NDR £000	Total £000
Balance Brought Forward	410	(4,127)	(3,717)
Contribution to deficit carried forward from 2022/23	48	4,131	4,179
Prior Year Balance Brought Forward	**458**	**4**	**462**
(Surplus) /Deficit for the Year	(126)	(1,043)	(1,169)
Net (Surplus)/Deficit Carried Forward	**332**	**(1,039)**	**(707)**

	Council Tax £000	Business Rates £000	Total £000
Share - Oldham Council	279	(1,029)	(750)
Share – Greater Manchester Combined Authority Mayoral Police and Crime Commissioner	37	-	37
Share – Greater Manchester Combined Authority Mayoral General Precept (including Fire Services)	16	(10)	6
Total (Surplus)	**332**	**(1,039)**	**(707)**

11 Review of Previous Years' Budget Reduction Proposals

11.1 Previous Revenue Budget Reports included approved Budget Reductions that had future years impacts, running up to the 2025/26 financial year.

11.2 The impact of these is summarised in the table below. With the exception of the reprofiling of the Creating a Better Place savings (for which further detail is provided in Section 20 below), this position is broadly unchanged from the position reported to Council on 01 March 2023.

Table 14 – Summary of Previously approved Budget Reduction Proposals Approved

	2024/25 Revised £000	2025/26 £000
2021/22 – 2023/24 Approved Budget Reductions	(6,717)	(1,155)
Reprofiled Creating a Better Place Budget Reductions	(2,083)	(2,980)
Return on Children's investment		(2,186)
TOTAL	**(8,800)**	**(6,321)**

12 Flexible Use of Capital Receipts

12.1 The Government confirmed after the 2022/23 budget was set that the ability to use capital receipts to support the cost of transformational activities, the 'Flexible Use of Capital Receipts', will continue in 2024/25 and 2025/26. Transformation is a key element of the Council's MTFS and therefore the budget projections include an application of capital receipts to support such transformational activity in both 2024/25 and 2025/26. The table below summaries the proposed application.

Table 15 – Flexible Use of Capital Receipts

	2024/25 £000	2025/26 £000
Flexible use of Capital Receipts 2024/25 and 2025/26	(2,600)	(2,600)

12.2 The Flexible Use of Capital Receipts Strategy is included as Annexe D of the Capital Strategy report which can be found elsewhere on the agenda.

13 Revised Budget Reduction Requirement

13.1 The revisions to budget estimates referred to above means that compared to the position reported to Members on 01 March 2023, the budget reduction requirement has increased from £14.2m to £21.7m for 2025/25 but reduced from £15.1m to £7.0m for 2025/26 (the latter assumes the gap in 2024/25 has been resolved by 1st April 2025). The budget position presented to members on 01 March 2023 is outlined in more detail at **Appendix 4.**

13.2 The table below presents the outstanding balances to be addressed of £21.7m for 2024/25 and a further £7.0m for 2025/26 before adjusting for the use of reserves as approved at the 01 March 2023 Council meeting.

13.3 Sections 14 and 15 of the report show how the budget for 2024/25 is balanced using firstly budget reductions and then the use of reserves. The revised 2025/26 position is also presented.

Table 16 – Revised Budget Reduction Requirement

	2024/25 Council (01 March 2023) £000	2024/25 Revisions £000	2024/25 Final Position £000	2025/26 £000
2022/23 Net Revenue Budget	**275,474**	**0**	**275,474**	**289,065**
Total Adjustments to the Base Budget	**16,077**	**1,237**	**17,314**	**2,506**
Total Expenditure Adjustments	14,827	**13,757**	28,584	23,111
Total Impact of Levies, the Statutory Charge and Contributions	2,853	**(1,981)**	872	2,634
Total Expenditure	**309,231**	**13,013**	**322,244**	**317,316**
Total Government Grant Funding	(114,083)	**(1,444)**	(115,527)	(123,017)
Total Locally Generated Income	(165,723)	**(7,065)**	(172,788)	(178,574)
Total Collection Fund	0	**(750)**	(750)	0
Total Funding	**(279,806)**	**(9,259)**	**(289,065)**	**(301,591)**
Budget Reduction Requirement	**29,425**	**3,755**	**33,180**	**15,724**
Previously Approved Budget Reduction Proposals	**(12,669)**	**3,869**	**(8,800)**	**(6,321)**
Total Flexible Use of Capital Receipts	**(2,600)**	**0**	**(2,600)**	**(2,600)**
Net Gap/Budget Reduction Requirement before Use of Reserves	**14,156**	**7,624**	**21,780**	**6,803**

13.4 The Budget Gap above factors in the proposed increase in Council Tax by 2.99% for general purposes and 2% for the ASCP.

14 Balancing the 2024/25 Budget – 2024/25 Budget Reduction Proposals

14.1 Recognising that Budget Reductions would be required to address the 2024/25 and 2025/26 budget position, Cabinet Members have undertaken an in-depth review of their respective Portfolios. This has enabled budget reduction proposals to be identified. These are presented by Cabinet Portfolio in the table below and in summary at **Appendix 5** with the detailed proposals (with an Equality Impact Assessment as appropriate) at **Appendix 6**.

14.2 Member support for Portfolio specific proposals has been demonstrated by each budget reduction proforma (BR1) bearing the signatures of the relevant Cabinet Member.

14.3 The 34 budget reduction proposals at a cumulative value of £11.0m for 2024/25, a further £4.8m in 2025/26 with an FTE impact of approximately 90 in 2024/25.

14.4 The table below highlights that if all budget proposals are accepted then the remaining budget reduction requirement is £10.8m for 2024/25 and £2.2m for 2025/26 as shown below.

Table 17 – Summary of Budget Proposals

	2024/25 £000	2025/26 £000
Net Gap/Budget Reduction Requirement before Use of Reserves	**21,780**	**6,803**
Portfolio Budget Reduction Proposals		
Reform & Regeneration	(395)	(536)
Finance & Corporate Resources	(1,469)	(300)
Health & Social Care	(2,800)	(2,500)
Children & Young People	(3,317)	(1,037)
Education & Skills	(563)	(215)
Neighbourhoods	(1,314)	0
Housing & Licensing	(45)	0
Communities & culture	(66)	0
Business, Employment & Enterprise	(58)	(231)
Corporate Proposal	(1,000)	0
Total Budget Proposals	**(11,027)**	**(4,819)**
Revised Budget Reduction Requirement after Budget Proposals	**10,753**	**1,984**

14.5 The 34 budget reduction proposals were presented to the Governance, Strategy and Resources Scrutiny Board on 25 January 2024. The Board was content to commend to Cabinet the 34 proposals at a value of £11.0m for 2024/25, and a further £4.8m for 2025/26. Cabinet also considered these proposals at its meeting on 12 February 2024 and was content to commend them to Council without amendment.

15 Balancing the 2024/25 Budget – Contributions to and from Reserves

Use of Reserves

15.1 Members will recall that as part of the 2023/24 budget strategy, approved at Council on 1 March 2023, to allow time for transformational change to be implemented, the Council approved the use of £2.5m of general reserves to support the 2024/25 budget. As a result of the budget setting process, this use of reserves has increased by £8.2m to £10.8m. This will be funded from the Balancing Budget and Fiscal Mitigations Reserves, both of which were set up in 2023/24 to deal with the unprecedented financial pressures facing the Council.

Table 18 – Use of Reserves

	2024/25 £000	2025/26 £000
Revised Budget Reduction Requirement	**10,753**	**1,984**
General Use of Reserves 2024/25 (Approved 2023/24 Budget)	(2,500)	
Specific use of Reserves to support Bus Reform in 2025/26 (Approved 2023/24 Budget)		(1,432)
Additional General Use of Reserves - Required to balance 2024/25	(8,253)	
Total Use of Reserves	**(10,753)**	**(1,432)**
Revised Budget Reduction Requirement	**0**	**552**

15.2 This will leave £15.7m in the Fiscal Mitigation reserve to support the 2025/26 budget as set out in Table 23 in Section 16 below.

15.3 The Council is expected to receive an estimated £3m from the GMCA with regards to a distribution from the Waste Disposal Service Reserve held by GMCA. As in previous years, this is expected to be transferred directly to reserves. The precise accounting treatment will be determined in the coming months.

Impact of the Use of Reserves on the Estimates for 2025/26

15.4 The use of reserves to support the 2024/25 budget has an impact on the budget reduction requirement for 2025/26. This is more complex when presenting a two year budget as the use of or contributions to reserves that were approved within the budget setting arrangements for 2023/24 have already been incorporated into the 2024/25 and 2025/26 budgets. There is therefore a need to reflect the use of reserves that have been introduced in the latter stages of the budget process that have an on-going impact into 2025/26. These are shown in the table below and have the impact of increasing the budget reduction requirement for 2025/26 that has yet to be addressed to £11.3m.

Table 19 – Impact of 2024/25 Contributions to/from Reserves on the 2025/26 Budget

	2024/25 £000	2025/26 £000
Revised Budget Reduction Requirement	**0**	**552**
Transfer to Reserve - 100% Business Rates Pilot Gain		0
Share of GMCA Waste Disposal Reserves		0
Additional General Use of Reserves - Required to balance 2024/25		10,753
Revised Budget Reduction Requirement after Reserves	**0**	**11,306**

Summary Budget Position

15.5 If the proposals in this report are approved, it results in a balanced Revenue Budget position for 2024/25 and a forecast Net Gap / Budget Reduction Requirement for 2025/26 at a value of £11.3m as summarised in the table below and set out in detail at **Appendix 7**.

Table 20 - Summary Budget Position

	2024/25 Cabinet (01 March 2023) £000	2024/25 Revisions £000	2024/25 Final Position £000	2025/26 £000
2023/24 Net Revenue Budget	**275,474**	**577**	**276,051**	**289,065**
Total Adjustments to the Base Budget	16,077	**1,237.00**	17,314	13,259
Total Expenditure Adjustments	14,827	13,180	28,007	23,111
Total Impact of Levies, the Statutory Charge and Contributions	2,853	(1,981)	872	2,634
Total Expenditure	**309,231**	**13,013**	**322,244**	**328,069**
Total Government Grant Funding	(114,083)	(1,444)	(115,527)	(123,017)
Total Locally Generated Income	(165,723)	(7,065)	(172,788)	(178,574)
Total Collection Fund	0	(750)	(750)	0
Total Funding	**(279,806)**	**(9,259)**	**(289,065)**	**(301,591)**
Budget Reduction Requirement	**29,425**	**3,755**	**33,180**	**26,477**
Previous Years' Budget Reduction Proposals	**(12,669)**	**3,869**	**(8,800)**	**(6,321)**
Total Flexible Use of Capital Receipts	**(2,600)**	-	**(2,600)**	**(2,600)**
2024/25 Proposed Budget Reductions		**(11,027)**	**(11,027)**	**(4,819)**
Total Use of Reserves	**(3,932)**	**(6,821)**	**(10,753)**	**(1,432)**
Net Gap/Budget Reduction Requirement	**10,224**	**(10,224)**	**0**	**11,305**

15.6 The table above shows total funding available of £289.0m. This, together with the proposed use of reserves of £10.8m forms the net forecast expenditure of £299.8m. **Appendix 8** sets out the indicative budget, outlining the current allocations of funds across directorates.

15.7 It is acknowledged that the 2024/25 Revenue Budget is underpinned by the deployment of reserves and that this is not sustainable going to 2025/26. 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 MTFS section of this report which can be found at Section 19.

16 Reserves and Balances

16.1 The forecast year-end Earmarked Reserves position presented below reflects the estimated closing balance for 2023/24 (taking into account the projected month 8 forecast deficit position as highlighted in paragraph 16.4) and hence the total reserves available for the financial year 2024/25.

Table 21 – Reserves Position

Earmarked Reserves	2023/24 Opening Balance £000	2023/24 Estimated Closing Balance £000
Adverse Weather Reserve	(1,000)	(1,000)
Balancing Budget Reserve – 2022/23	(12,786)	0
Balancing Budget Reserve – 2023/24	(3,932)	(3,932)
Council Initiatives Reserve	(1,991)	(1,558)
Directorate Reserves	(3,836)	(2,957)
District Executive Reserves	(545)	(545)
Emergency and External Events Reserve	(2,000)	(2,000)
Fiscal Mitigation Reserve	(28,071)	(11,748)
Insurance Reserve	(3,140)	(3,140)
Integrated Working Reserve	(4,076)	(2,922)
Life Cycle Costs Reserve	(1,518)	(1,518)
Regeneration Reserve	(2,107)	(250)
Transformation Reserve	(5,253)	(5,213)
Total	**(70,255)**	**(36,782)**

16.2 Although the estimated level of reserves at the end of 2023/24 is £36.8m (after the month 8 deficit position – see 16.4 below), the use of £10.8m of general reserves and £2.8m of specific reserves to underpin the 2024/25 budget (a total of £13.6m), will utilise in full the Balancing Budget and Fiscal Mitigation reserves at the start of the 2024/25 financial year. This will reduce the unallocated balance of Earmarked Reserves to £23.2m by 31. March 2025 (as outlined in Table 23 below).

16.3 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 £1.432m for Bus Reform required in 2025/26.
- 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.

16.4 As detailed in Section 5 of this report, the Council is currently projecting an adverse variance of £16.2m in 2023/24. Whilst management actions are being implemented to mitigate this, it is highly likely that there will be a significant deficit at the year end which will need to be funded through the application of Earmarked Reserves from the Fiscal Mitigation Reserve. This proposed application of reserves is reflected in Table 21 above.

16.5 The forecast level of earmarked reserves over the period of the MTFS is included within Section 19 below.

16.6 Having regard to the level of earmarked, it is recommended that the level of General Fund balances be held at their current level of £18.9m for 2024/25. 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, and this is included within Section 17 and at **Appendix 9** to this report. Members are also reminded that all budget proposals have been subject to a risk assessment undertaken by the Director of Finance.

17 Statement of Robustness

17.1 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. 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.

17.2 The agreed Council approach adopted is to use a risk-based approach based upon a number of areas of risk. These areas of risk and a summary of the General Fund balance calculation can be found at **Appendix 9**. This calculation has indicated that the General Fund Balance needs to increase from the current level of £18.9m to a value of £30m over the MTFS period.

17.3 It is recognised that 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. As detailed within Section 20, the implementation of the Council's transformation programme over the MTFS period is addressing the Council's budget challenge. However, the expected benefits of the transformation programme will be phased over several financial years and the programme and whilst the programme will contribute to the delivery of significant savings which will assist in reducing the gap, in its current form, the programme will not generate sufficient savings to bridge the overall gap.

17.4 The General fund balance is currently £18.9m. This together with level of earmarked reserves available to support the Council's Revenue Budget means that the Council will start 2024/25 with an adequate level of reserves. However, a further programme of additional, sustainable savings will need to be implemented in 2024/25 in order for reserves to remain at an adequate level throughout the period of the MTFS.

17.5 Plans to address this in 2024/24 include:

- The establishment of a Delivery Panel, chaired by the Leader to monitor the delivery of proposed savings and ensure they are a primary focus of directors.
- The implementation of detailed service reviews to identify additional cost reduction proposals that can be approved during 2024/25. This will commence as soon as the 2024/25 budget is approved.
- Additional controls (introduced in January 2024) in respect of authorising expenditure and new recruitment.

<u>The Chartered Institute of Public Finance and Accountancy (CIPFA) - Financial Resilience Index</u>

17.6 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 with regard to financial sustainability; it is 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 latest index was published in December 2023.

17.7 The Oldham position for initial years did not highlight any major areas of concern but the December 2022 Index highlighted that the Council had moved to an increased risk level when compared to the Council's Local Authority comparator group. The December 2023 Index, based upon 2022/23, has maintained the Council at medium risk, albeit with slightly

worsening indicators. However, when considering the 2023 index it is important to recognise the following:

- The index is based upon the Council's financial results for 2022/23 that showed a deficit of just £1.6m and a relatively healthy level of earmarked reserves. As such it is a lagging indicator and does not take into account the use of reserves and overspend occurring in 2023/24.
- The list of comparator authorities are ones that are facing the same financial challenges as Oldham.

Therefore, whilst the 2023 index does provide some comfort, it does need to be treated with some caution.

17.8 There have been several reports issued on the subject of the financial resilience of Local Authorities alongside the CIPFA Financial Resilience Index. Lack of financial resilience has been highlighted over the past few years by the issuing of a notice under Section 114 of the Local Government Act 1988 (a Section 114 Notice). In 2023/24 this included: Birmingham City Council, Nottingham City Council and Woking District. Council. In addition, a number of authorities have issued notices that they are at risk of issuing a S114 notice if they do not quickly deliver the required savings and limit expenditure.

17.9 It 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. Although the Council has not yet been received the Auditor's final report in respect of 2022/23, an interim update provided to the Audit Committee of 31 October 2023 indicated that it is expected that the findings will be positive and that no risks or significant weaknesses in arrangements will be reported. This should provide a degree of comfort to members, albeit that this is lagging indicator.

17.10 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 19 and does show a reductio in the level of earmarked reserves available to the Council to support future Revenue Budgets.

17.11 Members can be assured that Oldham Council remains financially resilient in the short term. Work has and is taking place to address the on-going financial pressures that the Council is facing with additional investment being made in Children's and Adults Social Care. This strategy relies on the delivery of the transformation programme over the short to medium term and therefore it is vital that the Council delivers on current plans.

17.12 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 2024/25. However, this is only the case provided that general balances remain at £18.9m for 2024/25 and strategies are put in place to increase to a level approaching £30m over the MTFS period, as calculated and shown in **Appendix 9** to this report. Furthermore, all budget options, or in year alternatives, must be monitored closely and delivered as planned.

18 Fees and Charges

18.1 Attached at **Appendix 10** is the proposed fees and charges schedule for the 2024/25 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, Directors and Heads of Service have considered whether:

a) charges need to increase to keep pace with service specific cost pressures and inflation in order to avoid creating a future budget pressure.
b) proposals support the long-term sustainability and viability of services which rely on a significant proportion of fee income to cover service costs.
c) increased charges are necessary to mitigate overspends or alternatively support the delivery of budget reduction proposals.
d) the market can bear any additional increase.
e) fee increases could be counter productive as they have the potential to reduce demand or have wider adverse implications.

18.2 The Retail Price Index (RPI) has increased by 20% over the last two years. RPI has increased by 8.8% to September 2023 and the increase in public sector pay was at a similar level. For the majority of services, the proposed increase is 8.8% in line with the proposal previously agreed by Management Board. This is considered an appropriate increase given the need to cover cost pressures faced by the Council and is also reflective of the fact that charges were increased by an amount less than RPI in 2023/24 (which was 13.8% at the time the 2023/24 budget was set) and before that there had been no price increase in a large number of services for several years.

18.3 The increase will help relieve the cost pressures currently faced by the affected services, bringing services into a position where they can cover costs and keep pace with inflation. As outlined in paragraph 6.2 (e) of this report, the charging methodology adopted is anticipated to reduce the forecast budget deficit for 2023/24 by c £1.0m.

18.4 Where charges are not increasing by this amount, this is largely for the reasons set out at paragraph 1.6 (points d and/or e). Please also note:

- Some charges are determined under separate statutory arrangements and any increased charges for these services are therefore not included in the table attached at **Appendix 10**.

- The increase for some charges may differ slightly due to rounding adjustments to the nearest one pound or ten pence.

18.5 The rejection of proposals to increase charges will lead to additional budget pressures and an increase in the budget reduction requirement. If charges are not increased, above-inflation increases may be needed in future years to restore real terms income losses.

18.6 The services where the proposed increase in fees and charges is not 8.8% are outlined below:

<u>Taxi Licences</u>

18.7 No increase is proposed. There has been an increase in the number of applications that will enable the Council's costs to be spread across a greater number of applications.

<u>Cemeteries and Crematorium</u>

18.8 The proposed increase in this area is generally 8%. However, a 2% increase is proposed for cremations without a service and a reduction of 6.6% is proposed for out of hours burials.

This is in order for the Council to remain regionally competitive across the range of services offered.

Trade Waste

18.9 Some custom has been lost in 2023/24, following an increase of 10% implemented in 2023/24 as competitors did not increase their charges to the same extent. No increase is proposed for 2024/25 in order to maintain and potentially increase market share.

Security

18.10 Again, some custom has been lost in 2023/24, following an increase of 10% implemented in 2023/24. Charges have been reviewed and a range of increases from zero to 10% are proposed.

Animal Activity Licences

18.11 Following revised statutory guidance, there has been a wholescale review of fees. A simplified charging structure is now proposed.

Music Services

18.12 An increase of 6.5% increase in planning charges is proposed, which represents the average increase in teachers' pay.

Pest Control Services

18.13 As in 2023/24, no charges will be levied for owner-occupied, domestic properties for these public health related services.

Summary

18.14 Most services are proposing fee increases by 8.8% for 2024/25 in order to maintain income levels in real terms and to cover costs. This is in the context of public sector wage inflation and that RPI has increased by 20% over the last two years. Whilst, in a handful of instances, zero or lower increases are proposed, applying this approach across most or all services is likely to increase the existing budget reduction requirement.

18.15 The Governance, Strategy and Resources Scrutiny Board at its meeting on 25 January 2024 scrutinised the proposed fees and charges for 2024/25 and was content to commend them to Cabinet. Cabinet at its meeting on 12 February 2024 has commended all budget proposals (including Fees and Charges) to Council.

19 Budget Strategy and Medium Term Financial Planning for Future Years

19.1 As has been outlined in earlier sections of the report, the Council has prepared a budget strategy which concentrates on the financial years 2024/25 and 2025/26. The plans to address in full a £20.7m budget reduction requirement for 2024/25 have been outlined. Budget Reduction proposals have also been identified totalling £4.8m for 2025/26 and these go part way to addressing the budget reduction requirement for those years.

19.2 However, the Council continues to face considerable financial uncertainty. Whilst the 2025/26 budget projections have been prepared based on indicative information included within AS23 and the Policy Statement, there is no such information on which to base funding estimates for the years beyond this. However, in line with previous practice, the MTFS has been prepared to cover a five year period, extending to 2028/29. The later years will be covered by a new Spending Review period, and it is therefore a challenge to project the value of Government grant funding for 2025/26 to 2028/29.

19.3 Whilst local developments can be anticipated to some degree, the impact of national and international events cannot be predicted. As has been evidenced over recent years, the impact of previously unimaginable events such as a global pandemic and a European war has significantly changed the economic environment in which the Council operates. Both these issues and others have had an impact on the financial position in 2023/24 and influenced the budget reduction requirement for 2024/25 and all future years covered by the MTFS.

19.4 Adult Social Care reforms as outlined in Building Back Better/People at the Heart of Social Care White Papers were deferred but are expected to be reintroduced at some point. At this stage these are assumed to have a neutral impact (increased expenditure/reduced income offset by increased grant), however, the implications will become clearer as further detailed policies are published and developed.

19.5 Having regard to all the uncertainty, the Council's priority is therefore to stabilise the financial position and ensure its continued financial resilience over the medium term.

19.6 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 landscapes continue 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. Therefore, as soon as the 2024/25 Revenue Budget has been finalised, the cycle of reviewing and updating the budget reduction requirement for 2025/26 and future years will begin again.

19.7 Having been subject to a decade of severe funding reductions prior to the pandemic, increased demand pressures and from significant inflationary pressures over the last two years, the Council has successfully managed to balance its 2024/25 budget whilst simultaneously protecting service provision as far as possible. However, there has been an increasing use of one-off measures, including the use of reserves utilised to balance the budget.

19.8 As this section of the report highlights, there are still significant budget reduction targets over the MTFS period. 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.

19.9 Some reserves are available (including the Transformation reserve, the Integrated Working reserve and the Children's Services) reserve to allow time for the development and implementation of the next phases of the agenda for transformational change.

19.10 However, the budget reduction requirement for future financial years in part reflects the use of planned one-off savings and measures including the use of reserves and flexible use of capital receipts that are being used to balance the 2024/25 Revenue Budget and support the 2025/26 budget position. It is essential that robust and deliverable budget proposals are developed, approved and implemented successfully.

Policy Landscape Surrounding the Development of the Medium-Term Financial Strategy

National Context

19.11 The overarching challenge in preparing the MTFS is that Government policy and on-going funding levels are difficult to predict as there will be a new Spending Review period beginning from 2025/26 and the Government has already indicated that its aim would be to restrain public expenditure as one of the key strategies to steady the financial position of the country. This could mean limiting future financial support for Local Government.

19.12 The potential uncertainty in general Government grant 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 2026/27 to 2028/29, Members must consider these forecasts as indicative only and could be subject to significant change as more detail on each area emerges.

Oldham Context

19.13 The Council's programme of transformational was refreshed during 2022 and continues into 2024/25.

19.14 Specific themes underpinning the transformational change programme within the MTFS are presented in Section 20 of this report.

Forecast Budget Estimates and Budget Reduction Requirements

Risks and Uncertainties

19.15 There are a vast range of risks and uncertainties influencing the MTFS. Some key issues are set out below:

- The MTFS is based around the reduction in cost pressures as inflation is expected to fall from the financial year 2024/25. Whilst current economic forecasts confirm this, unforeseen events could very quickly change the position.

- There are other partner organisations such as the GMCA and NHS impacted by the increased cost of inflation. No specific assumptions have been made as to these organisations passing on any additional costs to Oldham and the other GM District Councils.

- The Council must focus appropriate resources to deliver future transformational change and the delivery of such change is a key assumption in the financial strategy. The position will require constant review, however, the programme management arrangements that the Council has established will provide an early warning if challenges are encountered.

- Whilst the MTFS estimates reflect a series of assumptions relating to inflation levels, pay awards, interest rates, service demand, levy increases, general 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.

- The MTFS estimates also assume that beyond 2025/26 the income maximisation strategy of the Council together with the regeneration agenda creating economic and business growth as well as new housing will increase both the Council Tax and the Business Rates income. Whilst it is anticipated that this approach will be successful, it is not without risk.

- There are specific challenges in forecasting Business Rates income due to general volatility surrounding Business Rates income, the impact of the current economic position on the certainty for business investment/future growth, the ability of certain business sectors to bounce back from the current recession, the number of appeals (particularly linked into the 2023 revaluation) and the continued changes in Government policy around Business Rates reliefs. The forecasts are subject to constant review and are prepared using most recent information.

- The medium-term financial position of the Council will also be affected by future decisions about Council Tax and fees and charges increases.

- It is assumed that there will be no major Government policy initiatives which place a significant financial burden on the Council without a matching funding stream. In this regard it is expected that Adult Social Care reform will fully resume from 2026 but the MTFS assumes this will be funded by Central Government resources. The availability of Government funding is far from certain.

19.16 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.

Forecast Budget Reduction Requirements and Underlying Budget Assumptions (2025/26 to 2028/29)

19.17 Summarised in Table 22 is the forecast budget reduction requirement for the period 2025/26 to 2028/29. Although 2025/26 has been included within the focused two year budget earlier in this report, there still remains an unaddressed budget reduction requirement of £11.3m. The starting point for the assumptions is:

- a prior year net budget of £289.0m for 2025/26,
- £301.5m for 2026/27,
- £307.0m for 2027/28; and
- £318.4m for 2028/29.

19.18 The starting position has then been adjusted for the expenditure and funding assumptions detailed below to determine the net budget requirement. This assumes all 2024/25 and 2025/26 budget reduction and income generation proposals presented elsewhere in this report are approved and implemented in full. The key assumptions in determining the forecast budget position for 2025/26 are presented earlier within this report. The key assumptions underpinning the estimates for 2025/26 to 2028/29 are presented as follows:

Expenditure Assumptions for 2025/26 to 2028/29

Reversal of the Use of One Off Measures from previous years

19.19 The 2025/26 budget includes the use of £2.600m of Capital Receipts to offset the revenue costs of transformational projects that deliver future on-going revenue savings for either the

Council or other public sector delivery partners. As this is a one-off initiative, an amount of £2.600m must be added to the financial pressures for 2025/26. In addition, adjustments must also be made for the one-off use of reserves for on-going services of £10.8m to be agreed as part of the 2024/25 budget setting process.

Pay Inflation

19.20 The MTFS assumes a pay increase of 4.5% for staff in 2025/26, 3% thereafter.

Contractual, Service and Energy Inflation

19.21 As seen earlier within the report, inflation has risen significantly in 2022/23 and 2023/23, however, to align with Government expectations this is expected to reduce over the remainder of the MTFS period. These expectations have formed the basis for contractual, service and energy inflation for the years 2025/26 to 2028/29. It has been assumed that contractual inflation will remain cash neutral from 2025/26 onwards, on the basis that increased charges will be passed on to stakeholders or managed within existing budgets.

19.22 Energy costs are estimated to remain constant from 2025/26 onwards following an anticipated reduction in 2024/25.

Adult Social Care Demographics and other Cost Pressures

19.23 Within the MTFS it is assumed that the impact of Adult Social Care demographics will continue be a pressure and that other pressures including the commitment to financing the increase in the Living Wage Foundation National Living Wage for paid social care workers will result in cost pressures of £3.5m for 2025/26 and an additional £1.0m thereafter.

Adult Social Care – Introduction of Adult Social Care Reforms

19.24 As detailed within above of this report, the Government the deferral of the introduction of the social care cap and the Fair Cost of Care reform until 2025/26, although Councils are expected to continue work on this area in advance of this introduction. The Council has been working on the implementation of these reforms in 2023/24, and based upon current knowledge it is anticipated that costs will increase for the Council at a value of an additional £1.0m for each financial year being included for 2025/26 to 2028/29 with corresponding grant income being received.

Home to School Transport

19.25 The MTFS estimates include an additional £0.250m for each of the financial years 2025/26 to 2028/29 to reflect anticipate, continued increased costs for the Home to School Transport service.

Children's Social Care

19.26 As outlined above, an additional £10m is included within the 2024/25 in respect of the continuing increased demand for residential care placement. An additional £2m is in respect of 2025/26. Included elsewhere in the report are details of the additional one-off investment the Council has made into Children's Social Care (funded by reserves) was included within the 2023/24 budget to fund transformational activity. It is assumed that this transformational activity will obviate the requirement for additional monies beyond 2025/26 and will also generate Revenue Budget reductions as outlined in Section 20.

Capital & Treasury Costs

19.27 This represents the revenue cost of financing the Capital programme where the Council undertakes additional prudential borrowing to support capital expenditure, together with the investment returns on the Council's surplus cash balances. The 2025/26 to 2028/29 budget assumes an increase of £3.5m per annum in respect of borrowing undertaken to finance the capital programme and is detailed in the capital strategy report included elsewhere on this Agenda.

19.28 Investment income is forecast to reduce to reduce from £1.25m to £0.75m per annum, following the significant utilisation of reserves currently anticipated within the budgets for 2024/25 and 2025/26.

Development Fund

19.29 Each of the financial years 2025/26 to 2028/29 includes an allocation to facilitate the funding of corporate priority developments that emerge during the budget process in line with political priorities. For each of the financial years over the MTFS period, an additional £1.000m has been included within the estimates.

Levies, the Statutory Charge and Contributions

19.30 The Council has reviewed the estimated levy/ statutory charges by the GMCA (for Waste and Transport Services) and contributions towards regional services and the levy from the Environment Agency and updated the anticipated increase over the MTFS period accordingly. The overall increase is estimated at £2.8m in 2025/26 including an additional contribution of £1.4m towards bus reform costs. Estimates thereafter are £1.3m per annum.

Funding Assumptions

Business Rates Top Up

19.31 As previously advised, it has now been confirmed as part of the GM Devolution Deal that the 100% Business Rates Retention scheme will continue for a further 10 years from 2024/25. The top up grant is assumed to increase by 3% per annum beyond 2025/26.

Grant in Lieu of Business Rates

19.32 It is assumed that an element of the grant the Council receives to compensate for the Business Rates reliefs that the Government has awarded will continue from the financial years 2025/26 to 2028/29. Again, is assumed to increase by 3% per annum beyond 2025/26.

Improved Better Care Fund (IBCF)

19.33 It is assumed the IBCF will continue for the financial years 2025/26 to 2028/29. It is anticipated that this will remain at the 2024/25 level of £11.2m for these financial years.

Social Care Support Grant

19.34 MTFS includes the estimate for 2025/26 is projected at £28.0m based on information contained within the PLGFS. It has been held at this value for the remainder of the MTFS.

Adult Social Care Reform Grant

19.35 As detailed in the present assumptions underpinning the MTFS, it is expected that the implementation of the Adult Social Care Reforms from 25/26 will increase costs for the Council by £1.0m for each of the financial years over the MTFS period. It is assumed that Councils will be compensated with grant for these additional costs and therefore estimates include total grant funding for these reforms at £1.000m for 2025/26, £2.000m for 2026/27 and £3.0m for 2028/29.

Housing Benefit Administration Grant

19.36 The Autumn Statement in November 2022 confirmed that the creation of a new housing element of Pension Credit to replace Pensioner Housing Benefit has been delayed to 2028/29 and therefore it is expected that this grant will continue to be received by the Council. However, as numbers of Housing Benefit claimants reduce, it is expected that this grant will reduce from £0.8m to £0.4m over the MTFS period.

Services Grant

19.37 Included within the 2025/26 estimates detailed at Section 10, is an assumption that the Government will reduce the Services Grant further to fund inflationary increases to the RSG. It is assumed the Service Grant will reduce from £0.4m to £0.2m over the MTFS period.

Retained Business Rates

19.38 The estimated Business Rates income for 2024/25 to 2025/26 is broadly flat at c. £55m, reflecting the historical trend in Oldham.

19.39 No earlier than 2026/27, there will be a partial Business Rates reset which will allow local authorities to retain growth from rates income that has been generated as a result of local investment. Overall, however, the impact is likely to be detrimental to Oldham and a prudent reduction to c. £50m is factored into the forecasts beyond 2025/26.

Council Tax Income

19.40 As per Council policy, it is assumed that Council Tax will increase by 2.99% for general purposes between 2025/26 and 2028/29. 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 500 Band D equivalents each financial year after the Collection Rate is taken into account. An amount of £123.0m will be precepted for 2025/26, £130.1m for 2026/27 and £137.8m for 2027/28 and £145.9m for 2028/29. It is assumed that the ability to raise an Adult Social Care Precept will continue for the entire MTFS period.

Flexible Use of Capital Receipts

19.41 The ability to utilise capital receipts to finance transformational activity is now assumed to continue for the entire MTFS period.

Summary Position

19.42 Having regard to the expenditure and income assumptions as set out above the information presented in the table below details the revised budget reduction requirement for the financial years 2025/26 to 2028/29.

Table 22 – Budget Reduction Requirement 2025/26 to 2028/29

	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000
2024/25 Net Revenue Budget	**289,065**	**301,591**	**307,020**	**318,412**
Total Adjustments to the Base Budget	13,259	2,104	2,793	2,797
Total Expenditure Adjustments	23,111	18,549	17,321	17,100
Total Impact of Levies, the Statutory Charge and Contributions	2,634	1,382	1,423	1,465
Total Expenditure	**328,069**	**323,627**	**328,556**	**339,773**
Total Government Grant Funding	-123,017	-126,149	-129,402	-131,928
Total Locally Generated Income	-178,574	-180,871	-189,010	-197,581
Total Funding	**-301,591**	**-307,020**	**-318,412**	**-329,509**
Budget Reduction Requirement	**26,477**	**16,607**	**10,145**	**10,264**
Previously Approved Budget Reductions	**-4,135**	**-841**	**0**	**0**
Return on Children's Investment	**-2,186**	**-1,293**	**-998**	**0**
2024/25 Proposed Budget Reductions	**-4,819**	**0**	**0**	**0**
Total Flexible Use of Capital Receipts	**-2,600**	**-2,600**	**-2,600**	**-2,600**
Total Use of Reserves	**-1,432**	**0**	**0**	**0**
Net Gap/Budget Reduction Requirement	**11,305**	**11,873**	**6,547**	**7,664**

19.43 The above table shows that the budget reduction requirements for the MTFS period total £37.1m and by year are:

- 2025/26 - £11.3m
- 2026/27 - £11.9m
- 2027/28 - £6.5m
- 2028/29 - £7.7m

19.44 More detailed projections resulting in the above summary are included at **Appendix 11** of the report.

19.45 Some of the means by which the Council will address these budget reduction requirements are set out at Section 20 which describes the Council's Transformation Programme.

Use of Earmarked Reserves over the MTFS Period

19.46 The MTFS indicates a budget shortfall of £10.8m in 2024/25 and a potential £11.3m in 2025/26. Th latter is not factored into reserve forecasts because at this stage it is assumed that the requisite savings will be made.

19.47 The balances of earmarked reserves that are potentially available to support the Revenue Budget over the period of the MTFS are shown in the table below.

Table 23 – Earmarked Reserves Projected Balances over the MTFS

Earmarked Reserves Projection	2024/25 Estimated Closing Balance £000	2025/26 Estimated Closing Balance £000	2026/27 Estimated Closing Balance £000	2027/28 Estimated Closing Balance £000	2028/29 Estimated Closing Balance £000
Integrated Working Reserve	(2,922)	(1,272)	(306)	(31)	-
Transformation Reserve	(5,213)	(4,928)	(4,428)	(3,928)	(3,481)
Regeneration Reserve	(250)	(125)	-	-	-
Balancing Budget & fiscal Mitigation Reserves	(15,680)	(4,922)	(4,922)	(4,922)	(4,922)
Other Reserves	(12,717)	(11,983)	(11,502)	(11,352)	(11,352)
Total	**(36,782)**	**(23,230)**	**(21,158)**	**(20,233)**	**(19,755)**

19.48 The table above envisages earmarked reserves stabilising at approximately £20m from 2026/27 onwards. However, there are significant risks to attached to this and these include:

- Not achieving the savings required to address the budget shortfall of £10.8m for 2024/25;
- The budget reduction proposals to not deliver the anticipated savings of £15.8m in 2024/25 and 2025/26;
- An increase in the demand pressures seen in this financial year.

19.49 In line with the good budget management practices, the Authority will seek opportunities throughout 2024/25 to replenish reserves to improve financial resilience. This is described further within **Appendix 9** and will also be considered during the final accounts process.

19.50 The position will be monitored closely and in line with the Council's Reserves Policy which is reported to the Audit Committee.

20 Transformation Programme

20.1 The 2023/24 to 2027/28 MTFS set out the Council's previously agreed programme of transformational activity based on four main themes plus a Cross Cutting programme of change along with a number of saving targets for each theme. Since then, the Transformation Programme has been re-engineered during 2023/24 based on the development of an updated Corporate Plan and the Council's approach to delivery of its new corporate objectives. The themes of the Transformation Programme reflect changes to improve efficiency and at the same time deliver both better services and future savings.

20.2 The programme of change is based around three main objectives:

- Demand management - an essential element of controlling and reducing costs;
- Income Maximisation – taking forward the objectives of the income strategy, not only to increase the Council's income base, but to ensure improved income collection;
- Service Review – all services reviewing their budgets to identify potential savings and efficiencies including policy changes.

20.3 The programme is managed though the Change and Transformation Board which is chaired by the Deputy Chief Executive and comprised of Senior Council officers. The programme is comprised of six core themes and each of these is led by a Sponsor and a Senior Responsible Officer (SRO) with the Deputy Chief Executive taking overall responsibility for the initiative. Where possible the budget reduction targets to which services were already working have been retained within the financial strategy. In addition to core themes there is an Enabling Programme to support more efficient and effective service delivery and drive budget reductions across all service areas as outlined in the following paragraphs.

Core Themes

20.4 The revised core themes are focused around the areas set out below:

- Children's Change Programme including Social Care Demand Management;
- Adult Social Care Change and Improvement Programme and Integration with the NHS;
- The Creating a Better Place Programme;
- Place Based Integration to create stronger communities;
- Commissioning, Procurement and Contract Management;
- Income Maximisation.

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

20.6 The significant financial challenge that the Council is facing means that there will need to be an acceleration to the programme of transformation to deliver a sustainable balanced budget with a reduced reliance on one-off measures.

20.7 Mindful that there is a requirement to support change with some pump-priming resources, the reserves strategy includes:

- a Transformation Reserve (£5.2m) will be used from 2024/25 onwards to support the implementation of the initiatives including any investment required to facilitate the efficiencies outlined in the following paragraphs.
- an Earmarked Reserve (£2.9m) 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 – Children's Change Programme including Social Care Demand Management

20.8 Members will recall that Council at its meeting of 01 March 2023 approved £14.700m of investment in Children's Services. This investment comprised:

- recurrent funding of £11.8m to provide resources to stabilise the challenging financial position that has been experienced in 2023/24 and ensure statutory responsibilities can be adequately addressed.
- one off funding in 2023/24 of a net £2.9m funded from reserves to pump prime a number of invest to save initiatives. In effect, this investment forms the spine of the Change/Transformation Programme for Children's Services.

20.9 The Children's Change 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 Board which has a membership covering key areas of Council business including those identified within the Enabling Programme.

20.10 The Children's investment programme and hence the transformational change programme has four core areas as detailed below:

- Better support for families at an earlier stage;
- Providing the very best of care for our most vulnerable children;
- Supporting children and young people by making Oldham the best place to be a social worker;
- Rewarding and supporting the work of Oldham's Foster Carers.

These core activities are described further in the following paragraphs.

<u>Better support for families at an earlier stage</u>

20.11 By identifying need and then providing support at an earlier stage, the Transformation Programme is preventing crisis intervention but also enabling demand to be managed. Preventative action will minimise demand which is avoidable, that which is preventable, and which arises from failure in the system. Taking forward the "Targeted Edge of Care Programme" the present service is being enhanced to support children at risk of going into care. The programme is focused around a team to support children and families at the point of breakdown where the care system is the alternative. This results in an improved outcome whereby the child is able to stay in the family environment reducing the need for foster care or a residential placement, thereby reducing cost.

20.12 £11.300m of the recurrent investment has largely been directed at this area, enabling demand management strategies to be taken forward.

<u>Providing the very best of care for our most vulnerable children</u>

20.13 The making of effective and timely decisions about the safety of children and young people and the care and support they need has been enhanced by the investment in additional staffing resources and this will not only ensure the needs of a young person are met, but that those needs are reviewed and appropriate action is taken to respond to change, which may require a stepping down of support and hence a potential reduction in costs.

20.14 There will be a continuing review of the Semi-Independent/Supported Living Accommodation for children of 16 to 18 years of age (and up to 25 if they are care leavers).

This will encompass both internal and external provision and the future use of block contracts to ensure the provision of appropriate but cost effective provision. It will be supported by a strong preventative model which will aim to reduce the need for care support in the first place. Linked to this is a change to the Children's Residential Programme. Where such care is needed, the aim is to replace expensive external Out of Borough placements with internal provision where possible, potentially working in partnership with other Districts and GMCA to develop capacity within the City Region to reduce the need for future Out of Borough Care Replacements.

Supporting children and young people by making Oldham the best place to be a social worker

20.15 The challenges in recruiting and retaining the social care workforce (especially social workers for Children's Social Care where there is a national shortage) have been well reported. The academy offers those already in the profession further training and development, encouraging career progression and overall professional development. It also targets those people who would like to enter the social work field by providing social work apprenticeships and degrees, and career development. This 'grow your own' strategy is indeed a transformational change programme. It is expected to produce high quality, dedicated social workers that understand Oldham and the needs of its children and young people. It will also enable caseloads to be kept at an acceptable level and allow the Council to rely less on agency social workers and therefore reduce costs.

Rewarding and supporting the work of Oldham's Foster Carers

20.16 Recognising the contribution of foster carers to children looked after and young people, the December Cabinet report advised of the enhancement of in-house foster carers allowances and skills payments and the proposal to recruit additional 'specialist foster carers' to support existing foster carers with additional training, advice, and support in caring for our most vulnerable children and young people, enabling more of them to remain in foster care rather than more costly residential placements. It was anticipated that this will also reduce future dependency on the Adolescent Support Unit, reduce the number of placement breakdowns and future moves to independent fostering agencies or residential care outside the borough.

Summary Savings – Children's Change Programme

20.17 The investment/savings to be achieved from the Children's Change Programme as summarised in the table below.

Table 24 - Return on Investment

Description	2024/25 £000	2025/26 £000	2026/27 £000	2028/29 £000	2028/29 £000
Providing The Best Care	(548)	(181)	(102)	14	(71)
A Better Place to be a Social Worker	(1,610)	(1,097)	(730)	(650)	(791)
Supporting Foster Carers	(742)	(908)	(461)	(362)	(432)
Investment Initiatives - Reserves	2,900	0	0	0	0
Return on Investment	**0**	**(2,186)**	**(1,293)**	**(998)**	**(1,294)**

Current position

20.18 As noted in Table 3 of the Revenue Monitoring Report, Children's Services are forecast to overspend in 2023/24 by £13.3m, primarily due to increased costs of Children in care. These pressures are forecast to continue into 2024/25 and therefore an additional £10m is included within the 2024/25 budget as detailed at 6.2 (i).

20.19 Costs are then predicted to reduce from 2025/26 in line the profile identified within Table 24 above.

Theme 2 – Adult Social Care Change and Improvement Programme including Integration with the NHS

20.20 The Adult Social Care Change and Improvement Programme (ASCCIP) was reviewed and reprioritised on 2022/23 to take forward an ambitious programme of change linked to the revisions to the legislative framework within which the service is operating but also to focus on delivering more efficient and effective services for the users of Adult Social Care. This is anticipated to deliver £2.3m of savings in 2023/24.

20.21 The range of core project streams are under way includes:

- Taking forward the Target Operating Model (TOM) which ensures that statutory duties are met but at the same time delivers an appropriate prevention offer which removes, reduces or delays the need for care. Previously approved budget reductions totalling £4.8m are already included in MTFS forecasts over the period 2024/25 to 2025/26.

- Further savings of £2.7m are identified within the budget proposals detailed in Appendices 5 and 6.

- Modernizing the local digital offer, which is vital to the delivery of ASC reform. The ICT and Digital enabling programme is a key support strand in taking forward these initiatives. This includes:

    - Modernising systems and the approach to digital self-assessment whilst creating independence and reducing reliance on services
    - Developing Artificial Intelligence solutions
    - Embedding assistive technology to improve service users' independence and reduce reliance on services, whilst also providing an evidence base for decisions relating to provision of care and support;
    - Maintaining the existing on-line offer and ensuring that it is remain easily accessible for resident.

- Increasing reablement capacity and throughput.

- Improved Procurement/Commissioning through the improved use of the present information system (Mosaic).

- Working with NHS partners to maximise the opportunities arising from the shift to Integrated Care Systems. By developing local and GM-level commissioning. Adult Social Care services will continue to work collaboratively with system partners, blending teams and enhancing systems ensuring the impact of partner redesign complements the Council's Transformation Programme.

- Transforming the service for those transitioning to Adult Social Care services from Children's Services building on work across adults and children's social care, health,

and education over the past two years. This will see the development of a dedicated service focused on ensuring that statutory duties are completed in a strengths-based way, supporting young people who require care and support post 18 years.

- The Health and Care Act (2022) provides new duties and responsibilities for the provision and sharing of information across the health and care sector. The Council, its partners and service providers are working to facilitate the sharing of data to improve outcomes for people with health and care needs and hence drive efficiency, effectiveness and cost reduction. In addition, the new CQC inspection framework for Adult Social Care, requires that customer insights, engagement and co-production form part of the fundamental approaches to realising quality assurance and service improvement.

- By working on a holistic approach in partnership with Children's Social Care in line with the current policy framework, it is planned future efficiencies can be generated in the future support/placements as transition is made into the child coming of age. Overall, it is planned this programme will generate savings of up to £1.000m.

- In conjunction with key partners such as MioCare CIC (the Council's 100% owned Community Interest Company) the Council will take a review of the processes involving care planning to the delivery of the package of care. Whilst this review will not generate specific savings it is a key Enabling Programme within Adult Social Care transformation to support the delivery of efficiencies elsewhere which have the potential to generate future savings.

20.22 Aligning to the income maximisation strategy there will be continuous review that recipients of Council services (individuals and partners) pay an affordable and fair cost for services.

Theme 3 – The Creating a Better Place (CaBP) Programme

20.23 The CaBP 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.

20.24 Services which maintain and enhance the public realm alongside corporate land and property assets are essential to the delivery of the Council's priorities. At a strategic level it is acknowledged 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.

20.25 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.

20.26 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.

20.27 The regeneration of Oldham town centre remains a Council priority. Following the acquisition of the Spindles and Town Square Shopping Centres its current redevelopment is a key part of the Creating a Better Place Strategy unlocking land and development

opportunities. The relocation of the Council offices into new modern accommodation is a key strand of this programme.

20.28 The proposed saving was reviewed in 2023/24 in respect of deliverability and potential savings. The table below shows the revised profile indicating a significant slippage to later years and a reduction in the overall quantum of savings. This reflects a delay in disposing of certain assets and review of the costs associated with the new office accommodation.

Table 25 – Creating a Better Place Savings

Creating a Better Place	2024/25 £000	2025/26 £000	2026/27 £000	TOTAL £000
Projected Savings reported on 01 March 2023	(5,400)	(1,050)	(100)	**(6,550)**
Current Projection	(2,083)	(2,980)	(841)	**(5,904)**
Difference	**3,317**	**(1,930)**	**(741)**	**646**

Theme 4 - Place Based Integration to create stronger communities

20.29 The Place Based Integration programme has been developed from feedback from residents who as much as possible, want services close to home and tailored to the specific needs of their community. The aim of the programme has been to reconfigure and integrate services in each of the five districts footprints of Oldham. There are significant inter-dependencies with the other Transformation Programmes and services, specifically with Adults and Children's services. As well as bringing more Council services to local areas, the aim is to more deeply integrate with other public bodies like the NHS, schools, housing associations and the police. The aim is to provide a more holistic support to residents.

20.30 The Programme aims to take a community-centred, preventative approach to public services which benefits residents. It is better to help people stop smoking than treat the consequences of smoking both from a public expenditure perspective but also from an individual perspective. The Council expects residents to be happier and healthier with an appropriate support network including the dedicated local team within the district.

20.31 The Council's relationship with the voluntary, community, faith and social enterprise sector will also continue to be strengthened as set out in the Greater Manchester VCSFE Accord.

20.32 The Oldham Plan, Our Future Oldham sets out the intention to embed Place Based Working with Oldham as somewhere that uplifts and supports every resident. This will be done by tailoring services to deliver the needs of individual districts by putting emphasis on what is important in each neighbourhood.

20.33 The programme aims to deliver, amongst other things, the following outcomes:

- Improved engagement, resilience and outcomes for adults with long term challenges.
- 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.

Theme 5 - Commissioning, Procurement and Contract Management

20.34 This programme will take forward a forensic review of all current contracts within the Council supported by a reconstituted Commissioning Board (currently under development) aiming to save on average a minimum of 5% on current contracted spend. This theme is to some degree cross cutting in nature as its also supports savings on the four core themes as set out above.

20.35 Using a team of subject matter experts, the work undertaken through this programme will provide challenge and independent review. It will utilise benchmarking and other key comparative information to ensure that economy, efficiency and effectiveness is delivered through the Council's commissioning, procurement and contract management arrangements.

Theme 6 – Income Maximisation

20.36 The Council will refresh its Income Maximisation Strategy and a review of Traded Services will continue to pursue key objectives within this strategy. This Strategy is supporting the Council's budget through increased income projections in 2024/25 and for the remainder of the MTFS period in both business rates and Council Tax.

20.37 In 2024/25, the Council will:

- Adopt a more commercial approach to all of its chargeable activities. This will be based around to the annual review of fees and charges, but individual reviews will be undertaken as required. The fees and charges for 2024/25 outlined at Section 18 and **Appendix 10** have been prepared so that increases in many areas reflect prevailing levels of inflation as measured by the CPI.
- Revisit and update existing policies and ways of working: particularly with regard to income collection practices and the recovery of arrears (further updates are to be presented at March Council).
- Continue to Improve collection rates for Council Tax and Business Rates as well as strengthen and grow tax bases underpinning these major revenue streams.
- Undertake a Traded Services review to ensure such services are being delivered efficiently and effectively, minimising any adverse impact on the Council's budget.
- Review and rationalise the existing property holding across the Council linked into the Creating a Better Place Programme.
- Maximise the opportunity to utilise revenue grant funding to support the operational activities of the Council.
- Maximise the opportunity to utilise external capital grants to reduce the levels of prudential borrowing required to finance capital expenditure and thereby alleviate pressure on the Revenue Budget.
- Maximise the income/funding it can access from its membership of the Manchester City Region.
- Lobby for the fair future reform of Local Government Finance to ensure Oldham receives its appropriate share of national funding.

Service Reviews

20.38 Underpinning all transformation workstreams will be:

- A programme of service reviews which should lead to the identification of service specific budget reductions and efficiencies including the use of benchmarking analysis and reviewing practices at other Local Authorities;
- An approach to service delivery where the Council (and its partners) will be making new strategic choices to ensure the service provision is based on the characteristics of Oldham, its people, and communities within the borough. New opportunities for collaboration and new ways of working between organisations (especially support functions) that share a common footprint will be prioritised;
- A review of the provision of discretionary services and also the level at which statutory services are delivered will be undertaken. Such initiatives may be discrete exercises but are more likely to be encompassed within a service review under the remit of demand management; and
- Reviews of Council policies with regard to service provision, linked to the consideration of discretionary/statutory services but also to ensure best practice.

20.39 At this stage there is still further work to assign specific budget reduction targets to the areas of transformational activity detailed above, however as initiatives are progressed, detailed targets will be able to be assigned.

On-going Budget Review

20.40 Given the importance of delivering budget reductions and embedding the programme of transformational change, during 2024/25, there will be a regular review of the progress of existing change programmes against delivery milestones with a view to determine financial targets. It will also ensure that there is continuous emphasis on the delivery of change and the achievement of all budget reductions required in line with the Medium Term Financial Strategy.

<u>Reserves and Balances</u>

20.41 The delivery of the transformation programme does will require further use of reserves. The financial resilience of the Council has been reduced as outlined above and this makes it even more imperative that the programme delivers the requisite savings. To this end it is proposed that the management of the transformation programme will be closely embedded with financial management in 2024/25. Reserve balances and projected use are outlined in Section 19 above:

21 Pay Policy Statement

21.1 Included at **Appendix 12** 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.

22 Options/Alternatives

22.1 The options as follows:

- Option 1 – Council accepts the 2024/25 Council Tax and ASCP increases, the 2024/25 and 2025/26 budget assumptions and resulting financial forecasts presented within the report and the budget position at Appendix 7.
- Option 2 – Council proposes amendments to the financial forecasts which will change the resulting budget reduction requirement.
- Option 3 – Council approves and commends to Council all the 2024/25 and 2025/26 budget proposals included in this report and the approach to the use of reserves and balances.
- Option 4 – Council approves the fees and charges for 2024/25 as set out at Appendix 10 of the report.
- Option 5 - Council 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.

23 Preferred Option

23.1 Options 1 and 3 are the preferred options. Assumptions 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.

24 Consultation

24.1 Members of the public and stakeholders will be consulted on our proposals and invited to submit their feedback. A proactive approach to communications will be 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.

24.2 An interim analysis of the results from this consultation is included at **Appendix 13** and a fuller report will be presented at the Cabinet meeting and thereafter at full Council, after the consultation closes.

(Jeni Harvey, Head of Communications and Research)

24.3 Presentation of the Revenue Budget 2024/25 and 2025/26 and Medium Term Financial Strategy 2024/25 to 2028/29 to the Governance, Strategy and Resources Scrutiny Board was a key stage in the budget consultation process and it considered a version of this report at its meeting on 25 January 2024. The members of the Board 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 the budget proposals and was content to commend the report to Cabinet for consideration. Cabinet in turn at its meeting on 12 February 2024 commended the budget including the budget proposals to Council.

25 Financial Implications

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

26 Legal Services Comments

26.1 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 2024.

(Paul Entwistle, Director of Legal Services)

27 Co-operative Agenda

27.1 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)

28 Human Resources Comments

28.1 The FTE reductions detailed within the budget proposals comprise mainly of vacant, agency and fixed term positions, however, there is some potential for staff in posts to be affected by the proposals. As the number of posts proposed for potential change or deletion may take us over the legally set threshold of 20 or more redundancies in a 90 day period, there could be a requirement for the issuance of a formal Section 188 notice. Collective consultation with recognised Trade Unions will form a part of these processes, with the view to mitigating or seeking alternatives to any compulsory redundancies. 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.

(Vikki Morris, Assistant Director of HR & Organisational Development)

29 Risk Assessments

29.1 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.

(Victoria Gallagher Head of Insurance & Information Governance)

30 IT Implications

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

31 Property Implications

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

32 Procurement Implications

32.1 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.

33 Environmental and Health & Safety Implications

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

34 Community cohesion, including crime and disorder implications in accordance with Section 17 of the Crime and Disorder Act 1998

34.1 Any implications will be considered when dealing with the individual proposals as appropriate.

35 Oldham Equality Impact Assessment, including implications for Children and Young People

35.1 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.

35.2 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.

35.3 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.

35.4 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.

35.5 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.

35.6 Oldham's EIA process was refreshed in 2022, with the launch of a new Impact Assessment Tool to improve our decision making, putting equality and our wider priorities at the heart of the process. The new tool mandates that decisions are screened against the nine protected

equality characteristics, Oldham's Corporate Plan priorities (including the socio-economic duty), and the Oldham Plan priorities.

35.7 The Impact Assessment Tool provides an easy-read infographic, clearly showing how any decision will impact on Equality Characteristics, Corporate Plan priorities, and Oldham Plan priorities. Supporting narrative is provided against any positive or negative impact, helping explain the impact of the decision and asking what action can be taken to mitigate potential negative impacts.

35.8 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; and
   - 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 tool completed – An equality impact assessment is carried out if the initial screening identifies that the proposal could have a potential significant, disproportionate adverse equality impact.

(Jonathan Downs, Corporate Policy Lead)

36 Key Decision

36.1 Yes

37 Key Decision Reference

37.1 FLC-13-23

38 Background Papers

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

File Ref:	Background papers are contained in Appendices 1 - 13
Officer Name:	Sarah Johnston / Chris Kelsall
Contact:	sarah.johnston@oldham.gov.uk (0161 770 4902) chris.kelsall@oldham.gov.uk

39 Appendices

- Appendix 1 - Dedicated Schools Grant 2024/25
- Appendix 2 - Calculation of Council Tax Base 2024/25
- Appendix 3 - Council Tax 2024/25
- Appendix 4 - Budget Position 2024/25 and 2025/26 previously reported to members in March 2023.
- Appendix 5 - Summary of Budget Reductions by Cabinet Member Portfolio
- Appendix 6 - Budget Reduction Proposals and EIA's
- Appendix 7 - Budget Position 2024/25 and 2025/26 post Budget Proposals
- Appendix 8 - 2024/25 Indicative Budget Presentation
- Appendix 9 - Statement of the Chief Financial Officer on Reserves, Robustness of Estimates and Affordability and Prudence of Capital Investments
- Appendix 10 - Proposed 2024/25 Fees and Charges Schedules
- Appendix 11 - 2025/26 to 2028/29 MTFS Summary
- Appendix 12 - Pay Policy Statement 2024/25
    - 12a – Staff earning in excess of £50,000 per annum
    - 12b – Table 1 – Senior Management Remuneration
    - 12c – Table 2 - Salaries expressed as a ratio of the Chief Executive as at December 2022
- Appendix 13 - Budget Consultation Report

Dedicated Schools Grant 2024/25 *Appendix 1*

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 2023/24, 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 currently 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 2024/25, 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. High Needs Block also covers the funding of Alternative Provision and covers a range of support for pupils unable to access mainstream education, subject to certain qualifying criteria. 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 2024/25 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. As in 2023/24 there is no proposal to transfer funding between blocks in 2024/25.

1.6 The Authority has a responsibility to ensure that the DSG is deployed in accordance with the conditions of the grant and the "School and Early Years Finance (England) Regulations 2023". The arrangements for 2024/25 are detailed by the ESFA "Schools operational guide: 2024 to 2025" published in August 2023 and updated on 19 December 2023 and the "High needs funding 2023 to 2024 operational guidance", published in July 2023 also updated on 19 December 2023.

1.7 From 2016/17 to the end of 2021/22 the Oldham DSG was in a cumulative deficit position, i.e., resources spent have been in excess of grant funding available. As a result, the Department for Education (DfE) through the Education and Funding Skills Agency has been supporting the Council in its monitoring and management of the financial position of the DSG and has required the Authority to submit a Recovery/ Management Plan for review, the first plan was submitted to the Department in 2019. An overall DSG surplus of £0.899m was achieved at the end 2022/23 and as can be seen below a surplus of £3.561m is currently forecast for 2023/24.

1.8 As it had a significant percentage DSG deficit in 2020/21 Oldham was selected as one of the Local Authorities to be invited to take part in the Delivering Better Value (DBV) in SEND Programme, the aim of the programme being to put Local Authorities on a more sustainable footing so they are better placed to respond to the forthcoming SEND Review reforms. The first 20 of the 55 Authorities started the programme in June 2022, the second round (Wave 2), which included Oldham launched in the autumn of 2022. The Department for Education (DfE) initially provided external consultancy advice to enable participants to plan and agree improvements and to develop a targeted change programme with core funding of £1.000m available to Authorities on successful submission of a grant application, to the DfE. The Authority has participated in a series of workshops and undertaken a comprehensive stakeholder case review and evaluation to identify and develop solutions for the areas of highest need and most likely return/ benefit for inclusion in the grant /application. The application was submitted on 17 July 2023 with a focus on the following areas:

- Early identification and intervention to reduce EHCPS;
- Development of mainstream provision to create an alternative to special schools;
- Updating the resource allocation system;
- Post 16 pathways to ensure better progression;
- Developing and targeting support for;
    - autism
    - speech, language and communication needs
    - social, emotional and mental health

The application was approved on 15 September and funding will be advanced in two tranches in 2023/24 with the added flexibility to carry funding across financial years or beyond March 2025 if relevant. Consequently the Council has now progressed to Phase 2; Implementation with operational and financial monitoring updates being provided to both the DfE and CIPFA.

2. DSG Allocations 2024/25

2.1 On 17 July 2023, the Department for Education, via the Education and Skills Funding Agency published provisional DSG funding allocations for 2024/25. This included confirmation that nationally for 2024/25, core schools funding is increasing by £1.8bn and High Needs funding for Schools was set to increase by £440m; this brings the total high needs budget to over £10.5bn, an increase of over 60% compared to 2019/20 allocations.

2.2 Oldham's share of this overall DSG funding for 2024/25 contained within that announcement was an allocation of £316.054m excluding Early Years and growth funding, based on October 2022 pupil numbers. It was subsequently revised on 19 December 2023 based on October 2023 pupil numbers. The 2024/25 DSG allocation for Oldham is £349.747m including the Early Years Block (£30.609m). This is £27.791m more than the final 2023/24 allocation of £321.956m.

2.3 Funding is allocated to schools via a formula and as there is a requirement to consult and agree the funding formula with schools, consultation with schools and the Schools Forum. A report, based on the December 2023 funding announcement, incorporating October 2023 pupil numbers will be considered by Schools Forum on 17 January 2023. The suggested funding allocation methodology for schools is a move towards the 2023/24 NFF cash values in full except for the Area Cost Adjustment factor, which will be reduced to 1.002500, the full Area Cost Adjustment for Oldham is 1.00567.

2.4 As advised above, on 19 December 2023, the Council received the updated DSG notification for 2024/25 including an amount for the Early Years Block. The 2024/25 DSG for Oldham is a total value of £349.747m, which includes additional funding of £14.720m for the Schools Block, £2.328m for the High Needs Block and £10.852m for the Early Years Block. The 54.9% increase in Early Years funding is predominantly due to the introduction of a new national funding formula (NFF) covering both the existing 2-year-old entitlement for disadvantaged children and new working parent entitlements to be introduced in 2024 to 2025 for 2-year-olds and children aged 9 months to 2 years

2.5 The total allocation is analysed over the four funding blocks including comparisons to the 2023/24 actual allocations in the table below:

Table 1 – Dedicated School Grant 2024/25/

	Schools Block £000	Central School Services Block £000	High Needs Block £000	Early years Block £000	Total DSG Allocation £000
2024/25 Allocation	255,312	2,352	61,474	30,609	**349,747**
2023/24 Allocation	240,592	2,461	59,146	19,757	**321,956**
Variance	**14,720**	**-109**	**2,328**	**10,852**	**27,791**

2.6 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/Summer 2024. 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 both special free schools and imports/exports has been estimated at the same allocation as for 2023/24. An updated estimate for the Early Years Block based on the January 2024 census will also be made when the information is available, as the current figure is based on January 2023, and this is not formally updated until July 2024. In addition, the Early Years Block funding for 2023/24 will not be fully finalised until July 2024 because 7/12 of the allocation will be based on the January 2024 census.

2.7 Overall, the 2024/25 DSG allocation has increased by a net £27.791m. The increases in the Schools, High Needs and Early Years blocks are offset by a reduction of £0.109m in the Central School Services Block. An increase of £0.061m of core funding is offset by a reduction in funding for historic commitments which has again been reduced by 20% nationally by the Department for Education, equating to £0.170m for Oldham. The Council successfully submitted an application for the 2023/24 funding to be protected at 2022/23 levels on the basis that the costs will still be incurred, a similar application will be submitted in relation to the 2024/25 funding for historic commitments.

3 High Needs Block

3.1 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 contributes to central support services such as Educational Psychology and Advisory Teachers for pupils with Special Educational Needs and / or Disabilities.

3.2 Table 2 analyses the funding allocation for the High Needs Block for 2024/25 and compares it to 2023/24. The allocation is provisional as there are still adjustments to be confirmed, as outlined earlier in section 2.6.

Table 2 - High Needs Block Allocation

High Needs Block- Funding Allocations	2023/24 £000	2024/25 £000
High Needs Formula	47,434	51,304
Hospital Allocation	662	680
Additional Allocation	2178	
Special Schools Census	6,434	7,052
Additional funding for Special Free School	806	806
Import/Export Adjustment (not yet known 2023/24)	1,632	1,632
Gross High Needs Allocation	**59,146**	**61,474**
Top sliced for Academies for ESFA (recoupment)	-14,778	-15,446
Net High Needs Block	**44,368**	**46,028**

3.3 The total allocation for 2024/25 for High Needs is £61.474m, an increase of £2.328m (3.9%) compared to the final 20234/24 allocation of £59.146m. The place funding for Academies/Free Schools is subsequently top sliced from the Local Authority allocation and paid to the schools directly, for 2024/25, this indicative top slice is £15.446m to leave a sum of £46.028m being received directly by the Council. The top slice will be

recalculated by the ESFA in the Spring / Summer 2024 term to take account of the outcome of the 2024/25 High Needs Place return and the amount to be received directly by the Council will be adjusted accordingly.

4. DSG Management Plan

4.1 Table 3 summarises the current DSG Management Plan. This shows an in- year projected surplus of £2.117m for 2023/24, the projected outturn including anticipated Growth underspend of £0.545m committed for 24/25 is £3.561m. This was reported to the Schools Forum on 17 January 2024 and is included in the Council's Month 8 Financial Monitoring Report.

Table 3 - DSG Management Plan

DSG Management Plan 2023/24 to 2025/26	2023/24 £000	2024/25 £000	2025/26 £000
Schools Block (excludes central services)	240,592	255,312	255,312
Central Schools Services Block	2,461	2,352	2,352
High Needs Block – pre/post 16	59,146	61,474	62,570
Early Years Block	15,748	17,771	17,771
Two Year Olds' Funding	3,653	12,198	12,198
Early Years Pupil Premium	226	424	424
Early Years Disability Access Fund	130	216	216
Total Grant	**321,956**	**349,747**	**350,843**
Budget Requirement			
Individual Schools Budgets	241,032	255,857	255,312
Early Year Funding Delegated to Schools	7,108	8,240	8,240
High Needs Funding for Schools (including Post 16)	45,437	47,578	49,569
Total Delegated to Schools	**293,577**	**311,675**	**313,121**
Central Schools Services	2,461	2,352	2,352
Central Early Years Services	1,047	899	899
Central High Needs Services	11,153	12,525	12,525
Three and Four Year old PVI's	7,765	8,998	8,998
Two Year Old Funding	3,480	11,832	11,832
Total Retained Centrally	**25,906**	**36,606**	**36,606**
Early Years Pupil Premium	226	424	424
Early Years Disability Access Fund	130	216	216
Total Budget Requirement	**319,839**	**348,921**	**350,367**
In Year (Deficit)/Surplus	**2,117**	**826**	**476**
Balance brought Forward	899	3,561	4,387
Provisional (Deficit)/Surplus	**3,016**	**4,387**	**4,863**
Anticipated Growth underspend committed for 24/25	545	0	0
Projected Surplus / (Deficit)	**3,561**	**4,387**	**4,863**

4.2 From a predicted cumulative surplus outturn of £3.561m in 2023/24, the position is forecast to further improve with an in year 2024/25 forecast surplus of £0.826m producing a £4.387m favourable outturn. This in turn produces a 2025/26 in-year surplus of £0.476m leading to an overall surplus balance of £4.863m at the year-end being carried forward into 2026/27.

4.3 It is an important element of the financial management of the Authority that the DSG is not in a deficit position, clearly the financial position of the DSG has improved with a surplus having been reported in 2022/23 and the current version of the Management Plan demonstrating that the surplus, based on current projections is forecast to increase and stabilise in the current and future years. Implementation of the programme of work funded under the Delivering Better Value in SEND combined with the complimentary work undertaken in the North West Change Partnership Programme (NWCPP) and the Early Language Support for Every Child initiative (ELSEC) will be pivotal in the consolidation and future sustainability of the of the DSG in Oldham and work will continue during the remainder of 2023/24, throughout 2024/25 and beyond to ensure that the projected surplus position is maintained going forward.

4.4 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 was applicable for 3 financial years starting in 2020/21. In December 2022, it was announced the Government had agreed to the extension of the statutory override for a one-off period of three years up to March 2026 underpinned and reinforced by the Government's longer- term reforms.

4.5 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 published accounts for 2020/21 and 2021/22 and the draft statement s for 2022/23.

APPENDIX 2

Calculation of Council Tax Base 2024/25 (Based on all properties)

Bands	A reduced	A	B	C	D	E	F	G	H	Total
Total number of Dwellings on the Valuation List		51,082	17,600	16,615	7,238	3,472	1,604	933	84	98,628
Total number of Exempt and Disabled Relief Dwellings on the Valuation List	178	(1,545)	(293)	(384)	(140)	(57)	(26)	(18)	(22)	(2,307)
No. of Chargeable Dwellings	178	49,537	17,307	16,231	7,098	3,415	1,578	915	62	96,321
Less: Estimated discounts, exemptions and disabled relief	(8.8)	(5,198.8)	(1,400.0)	(1,095.5)	(380.8)	(155.3)	(65.5)	(42.0)	(2.8)	(8,349.3)
Total equivalent number of dwellings after discounts, exemptions and disabled relief	169.3	44,338.3	15,907.0	15,135.5	6,717.3	3,259.8	1,512.5	873.0	59.3	87,971.8
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	94.0	29,558.8	12,372.1	13,453.8	6,717.3	3,984.1	2,184.7	1,455.0	118.5	69,938.4
Net effect of Local Council Tax Support Scheme (LCTSS) and other adjustments – reduction in Band D Equivalents										(9,317.6)
Increase in Band D equivalents in 2023/24 based on estimates of changes in discounts & exemptions and the acceleration of planned housing/ regeneration schemes.										754
Total after LCTSS and other adjustments										61,374.7
Multiplied by estimated collection rate										96.75%
Band D Equivalents										**59,380**

For information: Parish Council Tax Bases – Saddleworth 9,150 Shaw & Crompton 5,724

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Council Tax 2024/25

APPENDIX 3

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	1,304.08	170.86	75.30	18.00	12.52
B	1,521.43	199.34	87.85	21.00	14.60
C	1,738.78	227.82	100.40	24.00	16.69
D	1,956.13	256.30	112.95	27.01	18.78
E	2,390.82	313.25	138.05	33.01	22.95
F	2,825.52	370.21	163.15	39.01	27.12
G	3,260.21	427.16	188.25	45.01	31.30
H	3,912.26	512.60	225.90	54.02	37.56

Oldham - Inclusive of Mayoral Precepts

Band	2023/24 £	2024/25 £
A	1,476.26	1,550.24
B	1,722.31	1,808.62
C	1,968.35	2,067.00
D	2,214.41	2,325.38
E	2,706.48	2,842.12
F	3,198.58	3,358.88
G	3,690.67	3,875.62
H	4,428.82	4,650.76

Saddleworth Parish Total Council Tax

Band	2023/24 £	2024/25 £
A	1,493.26	1,568.24
B	1,742.14	1,829.62
C	1,991.01	2,091.00
D	2,239.91	2,352.39
E	2,737.64	2,875.13
F	3,235.41	3,397.89
G	3,733.17	3,920.63
H	4,479.82	4,704.78

Shaw and Crompton Parish Total Council Tax

Band	2023/24 £	2024/25 £
A	1,488.18	1,562.76
B	1,736.22	1,823.22
C	1,984.25	2,083.69
D	2,232.30	2,344.16
E	2,728.34	2,865.07
F	3,224.42	3,386.00
G	3,720.48	3,906.92
H	4,464.60	4,688.32

In 2024/25 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	194.34
B	226.73
C	259.12
D	291.52
E	356.30
F	421.08
G	485.86
H	583.04

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Appendix 4 - Budget Position 2024/25 to 2025/26 (as reported 01 March 2023)

	2024/25 £000	2025/26 £000
Prior Year Net Revenue Budget	**275,474**	**279,806**
Adjustments to the Base Budget	16,077	5,100
Revised Base Position	**291,551**	**284,906**
Expenditure Adjustments		
Pay Inflation	5,000	3,900
Contractual Inflation	1,000	500
Service Inflation	1,000	1,000
Adult Social Care Demographics and other cost pressures	4,108	2,865
Adult Social Care - Introduction of Adult Social Care Reform	0	1,000
Adult Social Care - Adult Social Care Discharge Fund (BCF)	(1,046)	0
Adult Social Care - Market Sustainability and Improvement Fund	(1,324)	0
Home to School Transport - Additional Costs	250	250
Investment Fund	3,478	4,500
Employer Pension Contribution Rate Reduction	0	0
Cessation of Pension Prepayment Flexibility	75	75
Cost of Living Support	(852)	0
Exceptional Hardship Payment Scheme	130	0
Development Fund / Political Priorities	3,000	3,000
Revised Parish Precept Expenditure (offset by Parish Precept income)	8	8
Total Expenditure Adjustments	14,827	17,098
Impact of Levies, the Statutory Charge and Contributions		
Projected Change to GMCA Levy budgets	2,851	1,384
Environment Agency Levy	2	2
Total Impact of Levies, the Statutory Charge and Contributions	2,853	1,386
Total Expenditure	**309,231**	**303,390**
Funded By:		
Government Grant		
Business Rates Top Up Grant	(48,113)	(41,021)
Grant in Lieu of Business Rates	(27,910)	(20,026)
Revenue Support Grant	0	(21,209)
Public Health Grant	0	(17,699)
Improved Better Care Fund Grant	(11,188)	(11,188)
Social Care Support Grant	(24,783)	(24,783)
Adult Social Care Reform Grant	0	(1,000)
Housing Benefit Administration Grant	(796)	(782)
Revenues and Benefits Service New Burdens Grant	(9)	(7)
New Homes Bonus Grant	(125)	0
Services Grant	(1,159)	(1,159)
Total Government Grant Funding	(114,083)	(138,874)
Locally Generated Income		
Retained Business Rates	(50,338)	(26,406)
Council Tax Income - General Purposes	(97,738)	(100,869)
Adult Social Care Precept	(17,311)	(17,457)
Parish Precepts	(336)	(344)
Total Locally Generated Income	(165,723)	(145,076)
Total Funding	**(279,806)**	**(283,950)**
Budget Reduction Requirement	**29,425**	**19,440**
2021/22 Approved Budget Reductions	**(300)**	**(303)**
2022/23 Approved Budget Reductions	**(1,150)**	**0**
Return on Children's Investment		**(2,186)**
Revisions / Reprofiling of Approved Budget Reductions	**(4,250)**	**(747)**
Total Flexible Use of Capital Receipts	**(2,600)**	**0**
2023/24 Proposed Budget Reductions	**(6,969)**	**(1,135)**
Reserves		
Bus Reform - Approved 2022/23 Budget	(1,432)	0
General Use of Reserves (Approved 2022/23)	(2,500)	0
Total Use of Reserves	**(3,932)**	**0**
Net Gap/Budget Reduction Requirement	**10,224**	**15,069**

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Summary of Budget Reductions by Cabinet Member Portfolio

Appendix 5

Reference	Proposal Name	Responsible Officer	2024/25		2025/26	Total	EIA Required?	Appendix 6 Page Number
			Proposed Budget Reduction £000	Proposed FTE Reduction	Proposed Budget Reduction £000	Proposed Budget Reduction £000		
Leader of the Council and Cabinet Member for Reform & Regeneration - Cllr A Shah								
PEG-BR1-701	Capitalisation of Staffing Costs in Project Delivery Team	Paul Clifford	(100)	0.0	0	**(100)**	No	3
PEG-BR1-729	Catering Service Review	Paul Clifford	0	0.0	(511)	**(511)**	Yes	7
COR-BR1-731	Senior Leadership Team	Harry Catherall	(220)	3.0	0	**(220)**	No	17
COR-BR1-732	Communications and Research Service Redesign	Shelley Kipling	(75)	2.0	(25)	**(100)**	No	21
Cllr A Shah Total			**(395)**	**5.0**	**(536)**	**(931)**		
Cabinet Member for Finance & Corporate Resources - Cllr A Jabbar								
COR-BR1-709	Efficiencies in Support services	Sarah Johnston	(175)	4.0	0	**(175)**	No	26
COR-BR1-710	Exceptional Hardship Payment Scheme	Chris Kelsall	(100)	0.0	0	**(100)**	No	30
COR-BR1-711	Review of financial support and advice services	Shelley Kipling	(400)	20.0	(250)	**(650)**	Yes	34
COR-BR1-712	Reduction in Staff - ICT	Sayyed Osman	(250)	2.0	0	**(250)**	No	45
COR-BR1-713	Reduction in IT Application Services & Licensing	Irfan Rasul	(75)	0.0	0	**(75)**	No	49
COR-BR1-714	Reduction in Mobile Phone Savings	Mark Edgar	(189)	0.0	0	**(189)**	No	53
COR-BR1-730	Centralisation of Business Intelligence functions	Shelley Kipling	(100)	2.0	(50)	**(150)**	No	57
COR-BR1-733	Reduction of corporate funding for Chief Executive Apprenticeships Programme	Vikki Morris	(180)	0.0	0	**(180)**	No	61
COR-BR1-734	Introduction of a Vacancy Factor	Sarah Johnston	(1,000)	0.0	0	**(1,000)**	No	66
Cllr A Jabbar Total			**(2,469)**	**28.0**	**(300)**	**(2,769)**		
Cabinet Member for Health & Social Care - Cllr B Brownridge								
ASC-BR1-715	Commissioning and Contracts	Jayne Ratcliffe	(1,300)	5.8	0	**(1,300)**	Yes	71
ASC-BR1-716	Operational restructure	Jayne Ratcliffe	(150)	3.0	0	**(150)**	Yes	81
ASC-BR1-717	Focussed Transitions Team – invest to save	Jayne Ratcliffe	0	0.0	(1,000)	**(1,000)**	Yes	91
ASC-BR1-718	Assistive Technology	Jayne Ratcliffe	0	0.0	(1,000)	**(1,000)**	No	101
ASC-BR1-719	Operating Model Implementation	Jayne Ratcliffe	(1,250)	0.0	(500)	**(1,750)**	No	105
PHT-BR1-720	Reduce funding for sexual health provision	Rebecca Fletcher	(39)	0.0	0	**(39)**	Yes	112
PHT-BR1-721	Public Health Team	Rebecca Fletcher	(61)	0.4	0	**(61)**	No	124
Cllr B Brownridge Total			**(2,800)**	**9.2**	**(2,500)**	**(5,300)**		
Deputy Leader and Cabinet Member for Children and Young People - Cllr S Mushtaq								
CHS-BR1-706	Social Work and Children's Services Integration	Leanne Cooper	(424)	12.0	(596)	**(1,020)**	Yes	129
CHS-BR1-707	Children's Safeguarding	Tony Decrop	(51)	1.0	(44)	**(95)**	No	140
CHS-BR1-708	Social Work Services	Nick Whitbread	(2,842)	0.0	(397)	**(3,239)**	Yes	144
Cllr S Mushtaq Total			**(3,317)**	**13.0**	**(1,037)**	**(4,354)**		

Reference	Proposal Name	Responsible Officer	2024/25		2025/26	Total	EIA Required?	Appendix 6 Page Number
			Proposed Budget Reduction £000	Proposed FTE Reduction	Proposed Budget Reduction £000	Proposed Budget Reduction £000		
Cabinet Member for Education & Skills - Cllr M Ali								
CHS-BR1-704	Home to School Transport	Matt Bulmer	(310)	0.0	(215)	**(525)**	Yes	156
CHS-BR1-705	Staffing and Dedicated Schools Grant	Matt Bulmer	(253)	2.0	0	**(253)**	No	166
Cllr M Ali Total			**(563)**	**2.0**	**(215)**	**(778)**		
Cabinet Member for Neighbourhoods - Cllr C Goodwin								
PEG-BR1-723	Public Protection Service Review	Neil Crabtree	(110)	2.0	0	**(110)**	No	171
PEG-BR1-724	Environmental Services - Service Delivery Changes to Parks and Cleansing	Glenn Dale	(1,079)	33.0	0	**(1,079)**	No	177
PEG-BR1-725	Highways & Engineering Service Review	Gordon Anderson	(123)	0.4	0	**(123)**	No	182
Cllr C Goodwin Total			**(1,312)**	**35.4**	**0**	**(1,312)**		
Statutory Deputy Leader and Cabinet Member for Housing & Licensing - Cllr E Taylor								
PEG-BR1-722	Strategic Planning and Information - Service Restructure	Paul Clifford	(45)	1.0	0	**(45)**	No	187
Cllr E Taylor Total			**(45)**	**1.0**	**0**	**(45)**		
Cabinet Member for Communities & Culture - Cllr P Dean								
COM-BR1-702	Priority Programme Fund	Neil Consterdine	(16)	0.0	0	**(16)**	Yes	192
COM-BR1-703	District Team re-organisation	Neil Consterdine	(50)	1.7	0	**(50)**	No	204
Cllr P Dean Total			**(66)**	**1.7**	**0**	**(66)**		
Cabinet Member for Business, Employment & Enterprise - Cllr F Hussain								
PEG-BR1-726	Get Oldham Working Service Restructure	Paul Clifford	(29)	1.0	0	**(29)**	Yes	209
PEG-BR1-727	Get Oldham Working Delivery Model	Paul Clifford	0	0.0	(289)	**(289)**	Yes	219
PEG-BR1-728	Strategic Investment - Reduced account management	Paul Clifford	(30)	1.0	0	**(30)**	No	230
Cllr F Hussain Total			**(59)**	**2.0**	**(289)**	**(348)**		
Total			**(11,026)**	**97.3**	**(4,877)**	**(15,903)**		

Appendix 6

Budget Reduction Proposals and EIAs

Budget reductions

Cllr Shah

Leader of the Council and Cabinet Member for Reform and Regeneration

Reference:	PEG-BR1-701

Responsible Officer:	Paul Clifford
Cabinet Member:	Councillor Shah

BR1 - Section A

Portfolio:	Reform and Regeneration
Service Area:	Creating a Better Place
Budget Reduction Title:	Capitalisation of Staffing Costs in Project Delivery Team

Budget Reduction Proposal - Detail and Objectives:
Explore additional capitalisation of staff costs where project delivery is progressing to provide at least a 10% budget reduction in revenue funding equating to a £100,000 revenue saving.

2023/24 Service Budget and Establishment	£000
Employees	962
Other Operational Expenses	224
Income	(242)
Total	944

Current Forecast (under) / overspend	0

Number of posts (Full time equivalent)	16

	2024/25	2025/26	2026/27
Proposed Budget Reduction (£000)	(100)	0	0
Proposed Staffing Reductions (FTE)	0	0	0

Is your proposal a 'one-off' in 2024/25 or is it ongoing?	Ongoing - Subject to Capital schemes to capitalise costs

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
Children and Young People
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**
Other Council departments (if yes please specify below)	**No**
Other (if yes please specify below)	**No**

Benefits to the organisation/staff/customers including performance improvements
The primary benefit is the capitalisation of eligible costs reducing the demand on revenue budgets.

Section C

Key Risks and Mitigations – include any interdependencies

Risk	Mitigation
Reduction in Capital Programme reduces the opportunity to capitalise costs across the CaBP Programme	Forward planning of future Capital/ Regeneration Programme and maximisation of relevant external funding opportunities.
Attainment of the current capitalisation target is challenging.	Implementation of monitoring framework. Expanded scope of capitalisation including additional positions within regeneration.

Key Development and Delivery Milestones

Milestone	Timeline
Review of Capital Programme to identify relevant schemes and detailed analysis of where eligible costs can be capitalised.	End Jan 24
Implementation of monitoring and reporting framework tracking realisation of saving	April 24

Section D

Consultation required?	No

	Start	Conclusion
Staff	N/A	N/A
Trade Union	N/A	N/A
Public	N/A	N/A
Service Users	N/A	N/A
Other	N/A	N/A

Equality Impact Screening

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

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

EIA required? (choose YES if any of the above impacts are YES)	**No**

Section E

Finance comments
Budget Savings will be met from the capitalisation of eligible costs reducing the demand on revenue budgets

Signed RO	12 January 2024

Signed Finance	12 January 2024

Cabinet Member Signature	
Date	16 January 2024

Reference:	PEG-BR1-729

Responsible Officer:	Paul Clifford
Cabinet Member:	Councillor Shah

BR1 - Section A

Portfolio:	**Reform and Regeneration**
Service Area:	**Facilities Management – Catering and Cleaning**
Budget Reduction Title:	**Catering Service Review**

Budget Reduction Proposal - Detail and Objectives:
Explore an alternative delivery model for the School Catering Service in response to the challenges around service deficits and inflationary pressures, competition from the private sector and potential loss of school customers as academisation progresses.

2023/24 Service Budget and Establishment	**£000**
Employees	3,580
Other Operational Expenses	1,845
Income	(4,914)
Total	511

Current Forecast (under) / overspend	18

Number of posts (Full time equivalent)	130

	2024/25	**2025/26**	**2026/27**
Proposed Budget Reduction (£000)	0	(511)	0
Proposed Staffing Reductions (FTE)	0	0	0

Is your proposal a 'one-off' in 2024/25 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 affected but the school kitchens could be run a different way

Future expected outcomes
Continuation of service in line with customer demand
Organisation
Reputation of Council
Workforce
*Potential of FTE impact and TUPE transfer of employees dependent on identified preferred model following service review.
Communities and Service Users
None
Children and Young People
The review will seek continuation of the service in line with demand.
Oldham Cares
N/A
Other Partner Organisations
Schools

Who are the key stakeholders?

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

Benefits to the organisation/staff/customers including performance improvements
A £0.511m contribution to the Council's budget gap in 2025/26.

Section C

Key Risks and Mitigations – include any interdependencies

Risk	Mitigation
Potential reputational risks for the council.	Mitigated through the Service Review process supported inclusive of a robust communication strategy.
The council may not be in control of the quality or cost of service provision. The council would need to give schools adequate notice of the change in circumstances so a transfer of service can be planned as there would be TUPE implications for staff.	Mitigate through the Service Review process through the potential incorporation of applicable standards within the revised model.

Key Development and Delivery Milestones

Milestone	Timeline
Service Review Options Appraisals	Feb 24 to Mar 24
Implementation of preferred service delivery model	Mar 24 to Sep 24 start

Section D

Consultation required?	

	Start	Conclusion
Staff	Mar 24	Sep 24
Trade Union	Mar 24	Sep 24
Public	Mar 24	Sep 24
Service Users	Mar 24	Sep 24
Other	Mar 24	Sep 24

Equality Impact Screening

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

Disabled people	**Yes**
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? (choose YES if any of the above impacts are YES)	**Yes**

Section E

Finance comments
Budget saving to be explored/achieved via a potential alternative delivery model of the School Catering Service

Signed RO	12 January 2024

Signed Finance	12 January 2024

Cabinet Member Signature	
Date	16 January 2024

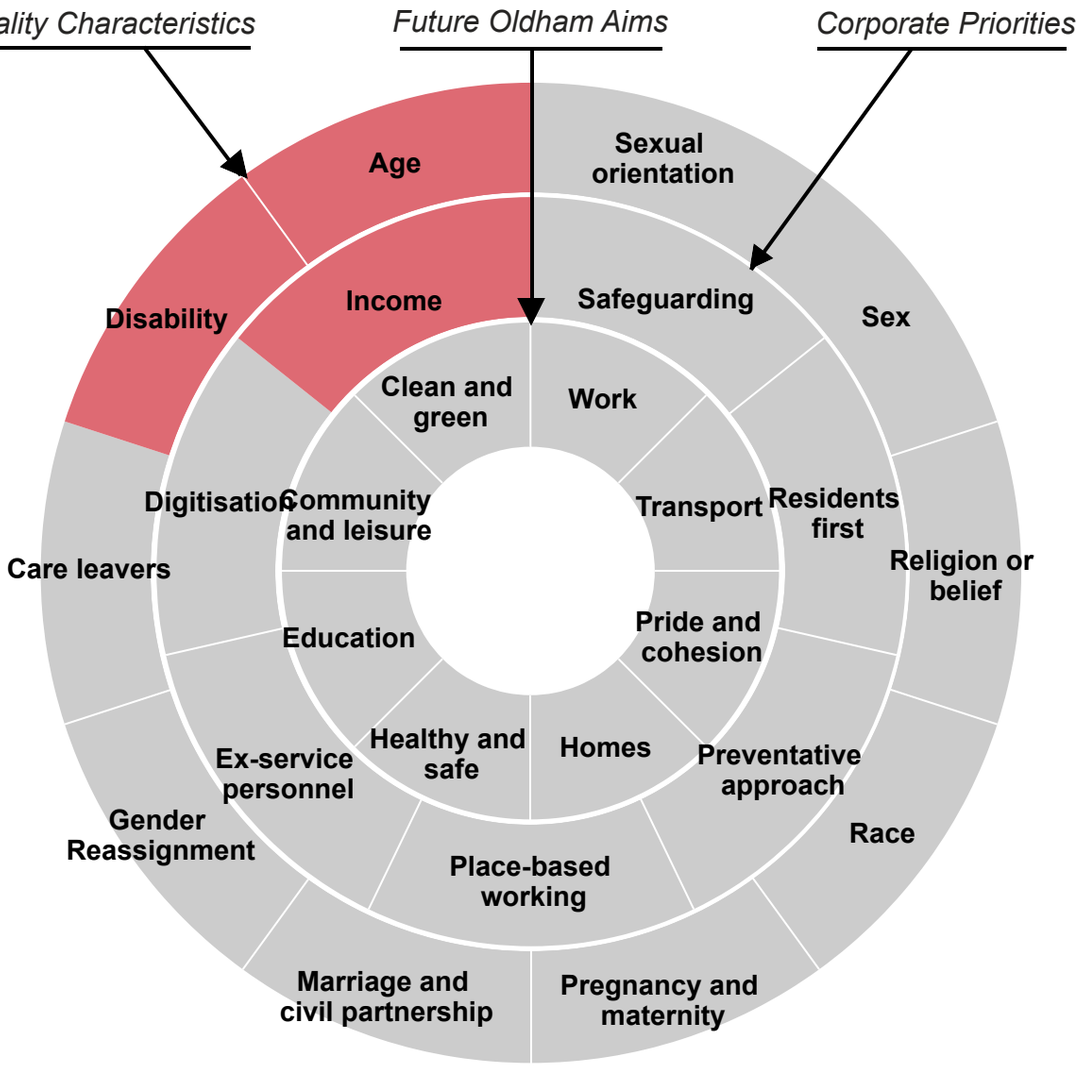
Equality Impact Assessment

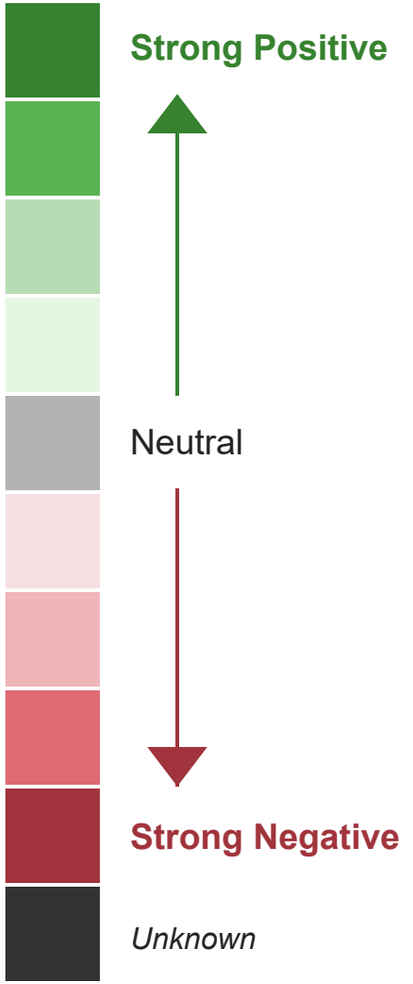
Catering Service Review

completed/last updated by Gail Aspinall on 12/01/2024

PEG-BR1-729

Portfolio
Regeneration and Housing
Directorate
PEG (Place and Economic Growth)
Service/Team
PEG - Economy
Is this IA related to a Budget Reduction proposal? **Yes**





Comment on No Positives in whole IA
Service delivery should not be affected but the school kitchens could be run a different way

Equality Characteristics

Category	Impact	Likely	Duration	Impact Score	Comment
Age	Strong Negative	Very Likely	Short Term	-4	Service delivery should not be affected but the school kitchens could be run a different way
Disability	Strong Negative	Very Likely	Short Term	-4	Service delivery should not be affected but the school kitchens could be run a different way
Care leavers	Neutral	Very Likely	Long Term	0	No adverse impact
Gender Reassignment	Neutral	Very Likely	Long Term	0	No adverse impact
Marriage and civil partnership	Neutral	Very Likely	Long Term	0	No adverse impact
Pregnancy and maternity	Neutral	Very Likely	Long Term	0	No adverse impact
Race	Neutral	Very Likely	Long Term	0	No adverse impact
Religion or belief	Neutral	Very Likely	Long Term	0	No adverse impact
Sex	Neutral	Very Likely	Long Term	0	No adverse impact
Sexual orientation	Neutral	Very Likely	Long Term	0	No adverse impact

Corporate Priorities

Category	Impact	Likely	Duration	Impact Score	Comment
Income	Strong Negative	Very Likely	Short Term	-4	Service delivery should not be affected but the school kitchens could be run a different way
Digitisation	Neutral	Very Likely	Long Term	0	No adverse impact
Ex-service personnel	Neutral	Very Likely	Long Term	0	No adverse impact
Place-based working	Neutral	Very Likely	Long Term	0	No adverse impact
Preventative approach	Neutral	Very Likely	Long Term	0	No adverse impact
Residents first	Neutral	Very Likely	Long Term	0	No adverse impact
Safeguarding	Neutral	Very Likely	Long Term	0	No adverse impact

Future Oldham Aims

Category	Impact	Likely	Duration	Impact Score	Comment
Clean and green	Neutral	Very Likely	Long Term	0	No adverse impact
Community and leisure	Neutral	Very Likely	Long Term	0	No adverse impact
Education	Neutral	Very Likely	Long Term	0	No adverse impact
Healthy and safe	Neutral	Very Likely	Long Term	0	No adverse impact
Homes	Neutral	Very Likely	Long Term	0	No adverse impact
Pride and cohesion	Neutral	Very Likely	Long Term	0	No adverse impact
Transport	Neutral	Very Likely	Long Term	0	No adverse impact
Work	Neutral	Very Likely	Long Term	0	No adverse impact

Negative Impacts

Category	Impact	Likely	Duration	Impact Score	What action can be taken to mitigate the potential negative impacts?	Action(s)	Owner(s)	Timescale(s)	If the negative impacts can't be mitigated, why should the project/decision proceed?
Age	Strong Negative	Very Likely	Short Term	-4	Mitigate through the Service Review process through the potential incorporation of applicable standards within the revised model	Support and advises staff of potential TUPE transfer of employment through the Service Review	Katy Webster	Feb-24 to Sep-24	Current challenges around service deficits and inflationary pressures, competition from the private sector and potential loss of school customers as academisation progresses
Disability	Strong Negative	Very Likely	Short Term	-4	Mitigate through the Service Review process through the potential incorporation of applicable standards within the revised model	Support and advises disabled staff of potential TUPE transfer of employment through the Service Review	Katy Webster	Feb-24 to Sep-24	Current challenges around service deficits and inflationary pressures, competition from the private sector and potential loss of school customers as academisation progresses
Income	Strong Negative	Very Likely	Short Term	-4	Mitigate through the Service Review process through the potential incorporation of applicable standards within the revised model	Support and advises staff of potential TUPE transfer of employment and effects to income through the Service Review	Katy Webster	Feb-24 to Sep-24	Current challenges around service deficits and inflationary pressures, competition from the private sector and potential loss of school customers as academisation progresses

Strong Positive Impacts that are Possible

Category	Impact	Likely	Duration	Impact Score	What action can be taken to increase the likelihood that positive impacts are realised?	Action(s)	Owner(s)	Timescale(s)

Reference:	COR-BR1-731

Responsible Officer:	Harry Catherall
Cabinet Member:	Cllr Shah

BR1 - Section A

Portfolio:	Finance & corporate Resources
Service Area:	Senior Leadership Team
Budget Reduction Title:	Senior Leadership Team

Budget Reduction Proposal - Detail and Objectives:

The Budget Reduction proposal outlines a phased approach to the restructure of the senior management structure. In total, the net effect is estimated to result in a net saving of approximately £220,000 in 2024/25.

The Chief Executive has completed a detailed review of the senior structure and several options have been considered in order that savings can be made with the least impact on the wider structure of the Council. The proposals identified provide a leaner and flatter structure as well as aligning some services more appropriately based on feedback from an engagement exercise with managers in the Council.

The options have been approved by Appointments Committee on 22nd January 2024 for recommendation to Council and include the proposed deletion of 3 existing posts and the creation of 1 new post that reflects changes in service alignment.

These posts are as follows:

- Deputy Chief Executive, People – post deleted;
- Managing Director of Children's Services – post deleted;
- Director of Legal (Monitoring Officer) – post deleted;
- Director of Communities –new post created.

The Managing Director of Children's post and the Director of Legal (Monitoring Officer) are statutory roles and therefore those statutory functions will be required to be redesignated within the new management structure. All the duties relating to the 3 proposed deleted posts will be reassigned under the restructure. Dismissal of these 3 postholders will be by reasons of redundancy. There will be different dates for termination for the individual postholders to be determined by the Chief Executive and based on an agreed transition plans for the new arrangements to take effect, but with a final date no later than 31st January 2025.

In addition, savings will be achieved as a result of changes to working pattern and the creation of a development role for Deputy Chief Executive approved by Council on 1st November 2023.

Local Government employees who are redundant over the age of 55 are able to access their unreduced accrued pension rights. These costs are anticipated to be met from an annual allowance within the Greater Manchester Pension Fund arrangements with the Council.

Individual costs in excess of £100,000 arising from the proposed redundancies are as follows:

- The pension strain costs associated with the deletion of the Director of Legal post will be approximately £150,000. This is forecast to be met from the annual allowance referred to above and represents the only forecast cost associated with the redundancy of this post.

2023/24 Service Budget and Establishment	£000
Employees	2,242
Other Operational Expenses	-
Income	-
Total	**2,242**

Current Forecast (under) / overspend	(134)

Number of posts (Full time equivalent)	12

	2024/25	2025/26	2026/27
Proposed Budget Reduction (£000)	(220)	-	-
Proposed Staffing Reductions (FTE)	3	-	-

Is your proposal a 'one-off' in 2024/25 or is it ongoing?	ongoing

Section B

What impact does the proposal have on the following?

Property
N/A
Service Delivery
This will potentially reduce capacity in the Council for making strategic decisions.
Future expected outcomes
As above
Organisation
Potentially less effective management Board and Executive Management Team.
Workforce
A reduction of 3 FTE from the Senior Management Structure.
Communities and Service Users
N/A
Children and Young People
N/A
Oldham Cares
N/A
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**
Other Council departments (if yes please specify below)	**No**
Other (if yes please specify below)	**No**

Benefits to the organisation/staff/customers including performance improvements
The budget reduction will realise a saving of £220k subject to proposal details. The timing of the saving will depend upon any staff consultation and any decision with respect to the current vacant post.

Section C

Key Risks and Mitigations – include any interdependencies

Risk	Mitigation
Insufficient capacity within the Senior Management Team	All the duties relating to the 3 proposed deleted posts will be reassigned under the restructure so as to maintain capacity. The proposals identified provide a leaner and flatter structure as well as aligning some services more appropriately based on feedback from an engagement exercise with managers in the Council.

Key Development and Delivery Milestones

Milestone	Timeline
Staff consultation completed	January – April
Budget and establishment amended in respect of vacant posts	TBC

Section D

Consultation required?	Yes

	Start	Conclusion
Staff	TBC	TBC
Trade Union		
Public		
Service Users		
Other		

Equality Impact Screening

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

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

EIA required? (choose YES if any of the above impacts are YES)	**No**

Section E

Finance comments
Where redundancies are made and staff are over 55, regulations require access to an unreduced pension. This pension strain cost is generally met from an annual allowance within the Greater Manchester Pension Fund arrangements with the Council. The total costs across the Council for 2024/25 cannot be predicted with any certainty at this stage but there is always a risk that the annual allowance will be exceeded in any given year. If this is the case, then the value of savings achieved in 2024/25 may be adversely impacted. The forecast to deliver £220,000 of savings (net of total redundancy costs, estimated at c. £100,000) as a result of this proposal in 2024/25 is considered achievable.

Signed RO	19 February 2024

Signed Finance	19 February 2024

Cabinet Member Signature	
Date	19 February 2024

Reference:	COR-BR1-732

Responsible Officer:	Shelley Kipling, Assistant CE
Cabinet Member:	Cllr Arooj Shah

BR1 - Section A

Portfolio:	**Reform and Regeneration**
Service Area:	**Communications and Research**
Budget Reduction Title:	**Communications and Research Service Redesign**

Budget Reduction Proposal - Detail and Objectives:

The role of the Communications and Research service is to communicate and engage with a wide range of audiences both within Oldham and beyond; in order to ensure residents are aware of Council news and services; to attract visitors and investors; and to enable our residents and stakeholders to participate in decision-making.

The Communications and Research service currently has 18 permanent FTE staff working across disciplines including digital and web, design, social media, video creation, media relations, internal communications, media relations, marketing, engagement and consultation.

It is proposed that a service redesign is undertaken in 24/25, with the aim of delivering more efficient and effective communications, that are better focused on key priority areas and use the channels Oldham residents most engage with. The new structure also aims to be more ambitious and bold for Oldham, with more focus placed on external communications and marketing to better meet the aims of our communications and place marketing strategies.

2023/24 Service Budget and Establishment	**£000**
Employees	927
Other Operational Expenses	75
Income	(5)
Total	**997**

Current Forecast (under) / overspend	-

Number of posts (Full time equivalent)	18

	2024/25	**2025/26**	**2026/27**
Proposed Budget Reduction (£000)	(75)	(25)	
Proposed Staffing Reductions (FTE)	2	0	0

Is your proposal a 'one-off' in 2024/25 or is it ongoing?	Ongoing

Section B

What impact does the proposal have on the following?

Property
No impact
Service Delivery
This proposal will review resource across our communications and research service, including web, design, media relations, social media, research and engagement.
Future expected outcomes
A more modern, efficient and focused Communications, Marketing and Research service that better meets the needs of the organisation, our borough and our residents.
Organisation
N/A
Workforce
Reducing staffing in the service could create increased pressure on staff that remain, and could impact upon the depth of knowledge, experience and technical expertise in the service.
Communities and Service Users
Reduced and/or refocused communications activity could leave residents less well informed about the full range of services the Council provides. It is intended that this risk is mitigated against by better focusing on key priorities that most impact upon our residents.
Children and Young People
No specific impact
Oldham Cares
No specific impact
Other Partner Organisations
No specific impact.

Who are the key stakeholders?

Staff	**Yes**
Elected Members	**Yes**
Residents	**Yes**
Local business community	**Yes**
Schools	**N/A**
Trade Unions	**N/A**
External partners (if yes please specify below)	**N/A**
Other Council departments (if yes please specify below)	
Other (if yes please specify below)	

Benefits to the organisation/staff/customers including performance improvements
The redesign of the Communications and Research service aims to lead to more efficient use of resources, focused on key priority areas. There is also an aim to be more bold in our communications and engagement output, with a renewed focus on marketing and promotion to attract investment and tourism, as well as better focusing our communications on those channels that insight demonstrates are most used by our residents and stakeholders.

Section C

Key Risks and Mitigations – include any interdependencies

Risk	Mitigation
A service redesign will involve significant changes to the structure and delivery of the Council's communications and research teams. This process can disrupt existing services, leading to a temporary decrease in service quality.	Services will be fully engaged in the redesign process, ensuring the service continues to meet business needs and focus on key priorities during this time of change.

Key Development and Delivery Milestones

Milestone	Timeline
Undertake a formal review and consultation with impacted services and staff.	Q1 2024/2025
Implement a restructure of the Communications and Research service	Q2 2024/2025

Section D

Consultation required?	TBC

	Start	Conclusion
Staff	TBC	TBC
Trade Union	TBC	TBC
Public	N/A	N/A
Service Users	N/A	N/A
Other	N/A	N/A

Equality Impact Screening

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

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

EIA required? (choose YES if any of the above impacts are YES)	**NO**

Section E

Finance comments
A service redesign will be undertaken in 24/25 with the aim of delivering more efficient and effective communications. The new structure will deliver savings of £75k in 2024/25 followed by a further £25k in 2025/26.

Signed RO	12 January 2024
Signed Finance	12 January 2024

Cabinet Member Signature	
Date	16 January 2024

Cllr Jabbar MBE

Cabinet Member for Finance and Corporate Resources

Reference:	COR-BR1-709

Responsible Officer:	Sarah Johnston
Cabinet Member:	Cllr Jabbar

BR1 - Section A

Portfolio:	Finance & Corporate Resources
Service Area:	Finance
Budget Reduction Title:	Efficiencies in Support services

Budget Reduction Proposal - Detail and Objectives:

Four vacant posts to be removed from the establishment and regrading of certain posts.

There is currently an exceptional number of vacancies in this service, which is the main reason for a forecast underspend of some £550k in this service in 2023/24.

Whilst maintaining this level of vacancies is unsustainable, there is an opportunity to restructure the service and regrade certain posts so as to deliver an effective service but at a lower cost. Options are currently being considered and initial analysis indicates that a saving of £175k can be achieved.

The implications will also be mitigated through increased use of automations in the revenues and Benefits service together with more efficient use of management within Finance.

Total proposed reduction £175k

2023/24 Service Budget and Establishment	£000
Employees	8,387
Other Operational Expenses	7,550
Income	(7,749)
Total	**8,188**

Current Forecast (under) / overspend	(711)

Number of posts (Full time equivalent)	331.54

	2024/25	2025/26	2026/27
Proposed Budget Reduction (£000)	(175)	-	-
Proposed Staffing Reductions (FTE)	4	-	-

Is your proposal a 'one-off' in 2024/25 or is it ongoing?	ongoing

Section B

What impact does the proposal have on the following?

Property
N/a
Service Delivery
This will reduce capacity in the services.
Future expected outcomes
Potential dissatisfaction from users of the support services.
Organisation
Potential dissatisfaction from users of the support services.
Workforce
The reductions will come from vacant posts within the organisation or those covered by agency staff.
Communities and Service Users
N/a
Children and Young People
Reduced apprenticeship opportunities.
Oldham Cares
N/A
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
Savings to the base budget.

Section C

Key Risks and Mitigations – include any interdependencies

Risk	Mitigation
Service standards decline.	Other posts will be filled, which should lead to increased capacity in 2024/25.

Key Development and Delivery Milestones

Milestone	Timeline
Staff consultation completed	TBC
Budget and establishment amended in respect of vacant posts	TBC

Section D

Consultation required?	TBC

	Start	Conclusion
Staff		
Trade Union		
Public		
Service Users		
Other		

Equality Impact Screening

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

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

EIA required? (choose YES if any of the above impacts are YES)	No

Section E

Finance comments
The proposals under consideration will result in a budget saving of £175k.

Signed RO	10 January 2024

Signed Finance	10 January 2024

Cabinet Member Signature	
Date	17 January 2024

Reference:	COR-BR1-710

Responsible Officer:	Chris Kelsall
Cabinet Member:	Cllr Jabbar

BR1 - Section A

Portfolio:	Finance & Corporate Resources
Service Area:	Finance
Budget Reduction Title:	Exceptional Hardship Payment Scheme

Information in respect of this Service

Budget Reduction Proposal - Detail and Objectives:

To reduce the budget in respect of the Exceptional Hardship Payment Scheme from £200k to £100k

The budget for this scheme was increased from £70k to £200k as part of the budget setting process for 2023/24 in anticipation of an increased number of applications due to the rise in the cost of living. The actual level of applications means that expenditure is anticipated to be below £100k.

The proposed reduction in the budget reflects current volumes ad that inflation is forecast to reduce further in 2024/25.

There will be no change to the way applications are assessed and no applications that would otherwise have been accepted will be rejected as a result of this proposal.

Total proposed reduction £100k

2023/24 Service Budget and Establishment	£000
Employees	-
Other Operational Expenses	-
Income	-
Total	-

Current Forecast (under) / overspend	-

Number of posts (Full time equivalent)	-

	2024/25	2025/26	2026/27
Proposed Budget Reduction (£000)	(100)	-	-
Proposed Staffing Reductions (FTE)	-	-	-

Is your proposal a 'one-off' in 2024/25 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
Children and Young People
N/A
Oldham Cares
N/A
Other Partner Organisations
N/A

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
Savings to the base budget.

Section C

Key Risks and Mitigations – include any interdependencies

Risk	Mitigation
Residents suffering hardship will be denied additional support.	There will be no change to the way applications are assessed and no applications will be rejected as a result of this proposal that would otherwise have been accepted.

Key Development and Delivery Milestones

Milestone	Timeline
Budget to be adjusted.	1 April 2024

Section D

Consultation required?	No

	Start	Conclusion
Staff	N/a	N/a
Trade Union	N/a	N/a
Public	N/a	N/a
Service Users	N/a	N/a
Other	N/a	N/a

Equality Impact Screening

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

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

EIA required? (choose YES if any of the above impacts are YES)	**No**

Section E

Finance comments
There will be a budget reduction of £100k as a result of this proposal.

Signed RO	10 January 2024
Signed Finance	10 January 2024

Cabinet Member Signature	
Date	17 January 2024

Reference:	COR-BR1-711

Responsible Officer:	Shelley Kipling
Cabinet Member:	Cllr Jabbar

BR1 - Section A

Portfolio:	Finance & Corporate Resources
Service Area:	Cost of Living Support
Budget Reduction Title:	Review of financial support and advice services

Budget Reduction Proposal - Detail and Objectives:

This proposal is a review and redesign of council delivered and commissioned financial support and advice services. This will ensure that support and services are targeted, working preventively and in a joined-up way.

The proposal entails a reduction in the monies previously allocated to activity supporting residents through the cost of living crisis. The phasing includes savings of £400k in 2023/24 and £250k in 2025/26.

The savings will be delivered by:

1) A review and redesign of financial support, advice, and advocacy services including:
- a review of the current service offer including its impact, effectiveness, and resident focus in delivering financial support, advice and advocacy services including those delivered directly and commissioned by the council;
- development of a target operating model for delivery of financial support, advice, and advocacy services to reduce duplication across teams and to work with a resident focus. This will include supporting residents close to the first point of contact including improved access to information, self-serve, and digital enablement in addition to redesigning the front door with effective triage and
- delivery of the target operating model.

2) A review and redesign of support offered to residents on the doorstep including:
- a review of current ways of working, its impact and effectiveness in supporting and signposting residents;
- developing an alternative delivery model in alignment with place-based working with a targeted and data-driven approach and
- delivery of the new approach

2023/24 Service Budget and Establishment	£000
Employees	800
Other Operational Expenses	138
Income	-
Total	938

Current Forecast (under) / overspend	-

Number of posts (Full time equivalent)	28

	2024/25	2025/26	2026/27
Proposed Budget Reduction (£000)	(400)	(250)	
Proposed Staffing Reductions (FTE)	20		

Is your proposal a 'one-off' in 2024/25 or is it ongoing?	ongoing

Section B

What impact does the proposal have on the following?

Property
No
Service Delivery
A resident focussed approach to delivering financial support, advice and advocacy services will be developed and delivered. This will reduce duplication across teams through a clear model and approach including digital enablement. Opportunities will also be identified to look at closer working with other teams across the council including housing with a clear focus on early intervention and prevention. A transition plan will be developed to move from the current model. This will ensure that residents and staff are supported throughout, and that key messaging is in place so that staff, elected members, partners and residents understand how to access support and services.
Future expected outcomes
An improved resident experience and outcomes for residents through reduced duplication of effort, more focus on early intervention and prevention and targeted support in addition to a clear front door to access information, advice, and guidance.
Organisation
Delivering the proposal will require support from several teams within the organisation including HR, Transformation, ICT, Finance, Policy and Performance, Customer Services, District Teams, Public Health and Revenues and Benefits. A project group will be established with terms of reference. Regular briefings will be in place with the Cabinet Member.
Workforce
Possible reduction in workforce in some teams where we will prioritise reducing agency filled and vacant roles as part of a restructure. The Cost of Living funding has previously part funded the council's doorstep engagement team who are employed on a fixed term basis to March 2024. The contracts of current engagement team members will end at that date as previously agreed.
Communities and Service Users
A change and improvement to the way that financial, support and advice services are accessed and delivered through increased self-service and a co-ordinated front door and improved triage process.
Children and Young People
None
Oldham Cares
None
Other Partner Organisations
The proposal impacts on Citizens Advice who are commissioned to deliver some aspects of financial, advice and advocacy services.

Who are the key stakeholders?

Staff	**x**
Elected Members	**x**
Residents	**x**
Local business community	
Schools	
Trade Unions	**x**
External partners (if yes please specify below)	**x**
Citizens Advice	**x**
Other Council departments (if yes please specify below)	
Other (if yes please specify below)	

Benefits to the organisation/staff/customers including performance improvements
Improved targeting of financial, advice and advocacy services focusing on early intervention and prevention. Improving efficiency and value for money through removing duplication across teams. A clear front door to access services reducing duplication and improving the resident experience and accessing support quicker and more easily without contacting multiple services. Improved information and self-serve offer supporting early intervention and prevention and ability for residents to access information and services at a time and place that suits them. Clear data and evidence demonstrating impact on income maximisation for residents.

Section C

Key Risks and Mitigations – include any interdependencies

Risk	**Mitigation**
Risk of redundancy / end of existing fixed-term contracts	This includes the ending of some fixed term contracts at the intended end date 31/03/24. All 'at risk' staff will be supported with any redeployment opportunities that arise under the Fixed Term Workers and Redeployment Policies.

Key Development and Delivery Milestones

Milestone	Timeline
Review: - Financial Support, Advice and Advocacy: A review of the current service offer, its impact, effectiveness and resident focus in delivering financial support, advice and advocacy services including those delivered directly and commissioned by the council. - Supporting residents on the doorstep: a review of current ways of working, its impact and effectiveness in supporting and signposting residents.	January - February 2024
Redesign: - Financial Support, Advice and Advocacy: Development of a target operating model for delivery of financial support, advice, and advocacy services to reduce duplication across teams and to work with a resident focus. This will include supporting residents close to the first point of contact including improved information, self-serve, and digital enablement in addition to redesigning the front door enabled by effective triage. - Supporting residents on the doorstep: developing alternative delivery models working with a targeted and data-driven approach.	February - March 2024
Phased delivery of new model	April 2024 - March 2025

Section D

Consultation required?	Yes

	Start	Conclusion
Staff	tbc	tbc
Trade Union	tbc	tbc
Public	tbc	tbc
Service Users	tbc	tbc
Other	tbc	tbc

Equality Impact Screening

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

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

EIA required? (choose YES if any of the above impacts are YES)	**Yes**

Section E

Finance comments
The proposal will realise a budget saving of £400k in 2024/25. This includes the deletion of 20 fixed term contracts, which are due to expiry on the 31st of March 2024. Followed by a further £250k in budget reduction in 2025/26.

Signed RO	12 January 2024
Signed Finance	17 January 2024

Cabinet Member Signature	
Date	17 January 2024

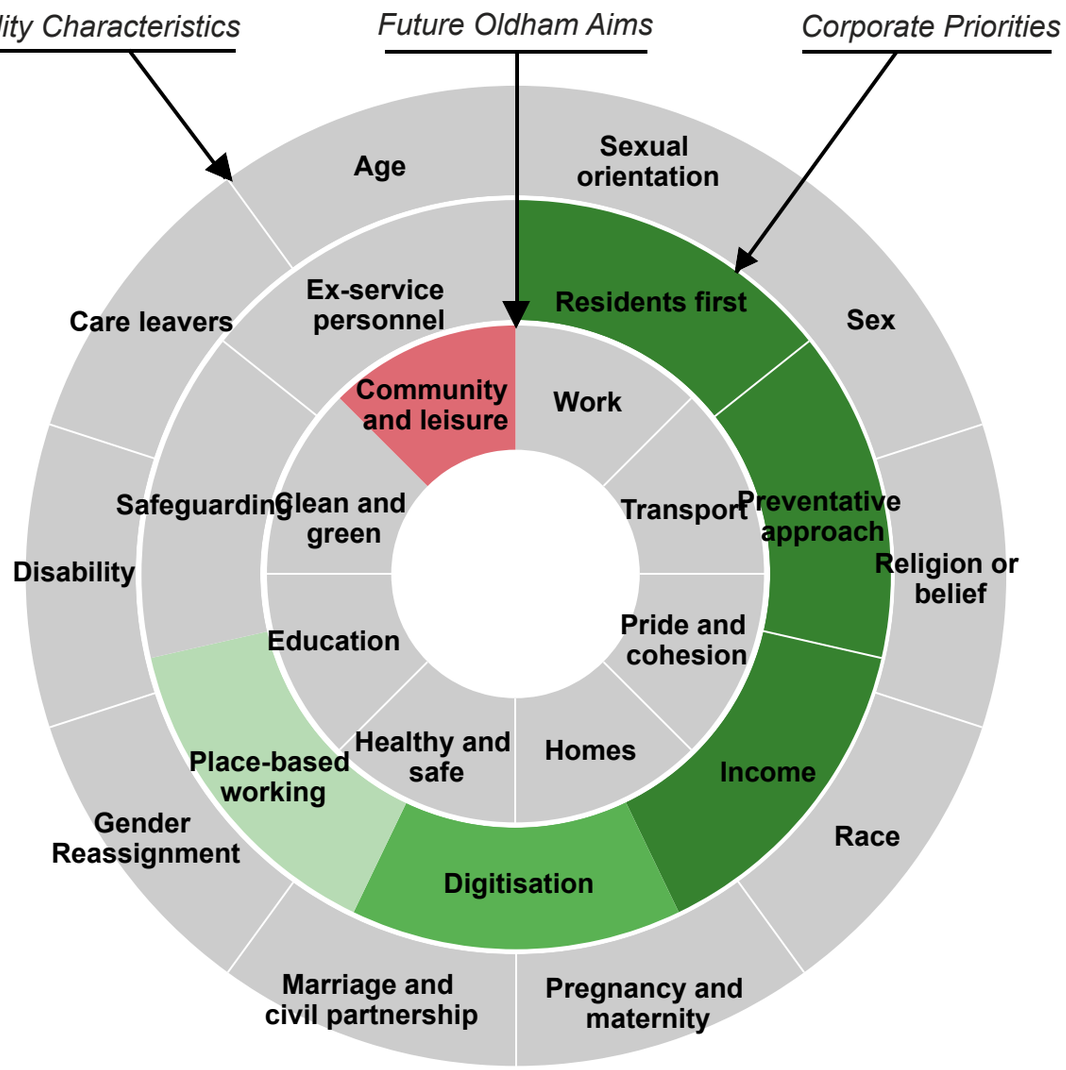
Equality Impact Assessment

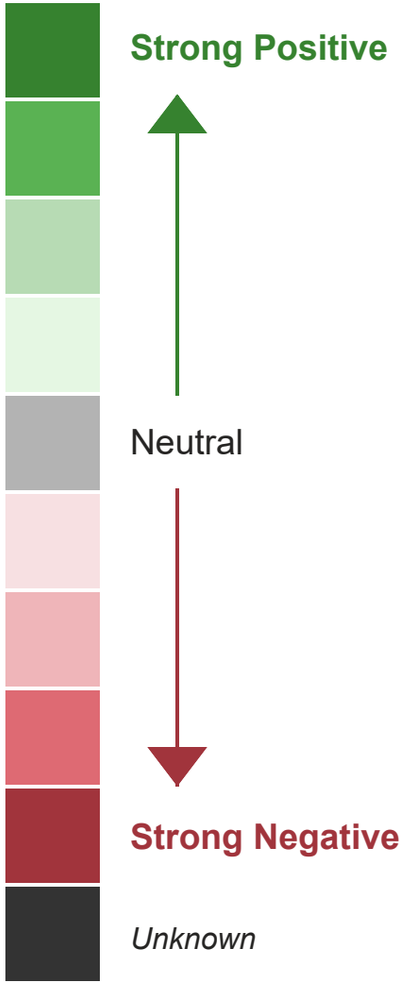
Review of financial support to residents

COR-BR1-711

Shelley Kipling : in progress

Portfolio
Corporate Services
Directorate
RES (Resources)
Service/Team
RES - Comms, Strategy and Perfor…
Is this IA related to a Budget Reduction proposal? **Yes**





Equality Characteristics

Category	Impact	Likely	Duration	Impact Score	Comment
Age	Neutral	Very Likely	Long Term	0	
Care leavers	Neutral	Very Likely	Long Term	0	
Disability	Neutral	Very Likely	Long Term	0	
Gender Reassignment	Neutral	Very Likely	Long Term	0	
Marriage and civil partnership	Neutral	Very Likely	Long Term	0	
Pregnancy and maternity	Neutral	Very Likely	Long Term	0	
Race	Neutral	Very Likely	Long Term	0	
Religion or belief	Neutral	Very Likely	Long Term	0	
Sex	Neutral	Very Likely	Long Term	0	
Sexual orientation	Neutral	Very Likely	Long Term	0	

Corporate Priorities

Category	Impact	Likely	Duration	Impact Score	Comment
Ex-service personnel	Neutral	Very Likely	Long Term	0	
Safeguarding	Neutral	Very Likely	Long Term	0	
Place-based working	Moderate Positive	Possible	Long Term	2	The proposal will support Place-based working by reviewing how and where in person support is provided.
Digitisation	Strong Positive	Very Likely	Short Term	4	The proposal requires enabling support from digital and ICT functions to deliver a self-serve offer to support residents to access information advice and guidance online.
Income	Strong Positive	Very Likely	Long Term	8	The proposal entails delivering a new targeting operating model and integrated front-door including digital self-serve to offer a more pro-active approach to delivering financial support. This aims to support residents to maximise their income and entitlement e.g. for discretionary schemes.
Preventative approach	Strong Positive	Very Likely	Long Term	8	The proposal and target operating model will set out how and when we will work with residents proactively for example within the council tax enforcement process to prevent court summons and enforcement activity.
Residents first	Strong Positive	Very Likely	Long Term	8	This proposal supports residents first by delivering an integrated function and will enable clearer communication about how and when we will support residents to maximise their income and with financial challenges.

Future Oldham Aims

Category	Impact	Likely	Duration	Impact Score	Comment
Community and leisure	Strong Negative	Possible	Long Term	-4	The proposal presents a reduction in the size and scope of the Doorstep Enagement Team and a more targeted, preventative and evidence based approach. This will have an impact on the council's capacity and ability to react and respond on the doorstep.
Clean and green	Neutral	Very Likely	Long Term	0	
Education	Neutral	Very Likely	Long Term	0	
Healthy and safe	Neutral	Very Likely	Long Term	0	
Homes	Neutral	Very Likely	Long Term	0	
Pride and cohesion	Neutral	Very Likely	Long Term	0	
Transport	Neutral	Very Likely	Long Term	0	
Work	Neutral	Very Likely	Long Term	0	

Negative Impacts

Category	Impact	Likely	Duration	Impact Score	What action can be taken to mitigate the potential negative impacts?	Action(s)	Owner(s)	Timescale(s)	If the negative impacts can't be mitigated, why should the project/decision proceed?
Community and leisure	Strong Negative	Possible	Long Term	-4	Review of data around impact of the team and develop plan to migitate impact.	Review of data around impact of the team and develop plan to migitate impact.	Shelley Kipling	TBC pending timescales for budget savings.	

Strong Positive Impacts that are Possible

Category	Impact	Likely	Duration	Impact Score	What action can be taken to increase the likelihood that positive impacts are realised?	Action(s)	Owner(s)	Timescale(s)

Reference:	COR-BR1-712

Responsible Officer:	Sayyed Osman
Cabinet Member:	Cllr Jabbar

BR1 - Section A

Portfolio:	Finance & Corporate Resources
Service Area:	ICT
Budget Reduction Title:	Reduction in Staff - ICT

Budget Reduction Proposal - Detail and Objectives:

£250k – Staff reduction within ICT Senior Management deleting two senior posts that are currently vacant. The strategic management of the service would be maintained by the appointment of a new ICT director and further restructuring within the service.

2023/24 Service Budget and Establishment	£000
Employees	6,308
Other Operational Expenses	2,413
Income	(1,693)
Total	**7,028**

Current Forecast (under) / overspend	(310)

Number of posts (Full time equivalent)	115.03

	2024/25	2025/26	2026/27
Proposed Budget Reduction (£000)	(250)	-	-
Proposed Staffing Reductions (FTE)	2	-	-

Is your proposal a 'one-off' in 2024/25 or is it ongoing?	ongoing

Section B

What impact does the proposal have on the following?

Property
N/A
Service Delivery
This will reduce capacity in the service
Future expected outcomes
Reduced capacity to plan strategic IT projects
Organisation
N/A
Workforce
N/A
Communities and Service Users
N/A
Children and Young People
N/A
Oldham Cares
N/A
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
Savings to the Base budget.

Section C

Key Risks and Mitigations – include any interdependencies

Risk	Mitigation
The ICT service will lack strategic direction.	The strategic management of the service would be maintained by the appointment of a new ICT director and further restructure within the service.

Key Development and Delivery Milestones

Milestone	Timeline
Staff consultation completed.	TBC

Section D

Consultation required?	TBC

	Start	Conclusion
Staff		
Trade Union		
Public		
Service Users		
Other		

Equality Impact Screening

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

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

EIA required? (choose YES if any of the above impacts are YES)	**No**

Section E

Finance comments
The release of the vacant posts will enable the proposed saving of £250k to be achieved.

Signed RO	10 January 2024
Signed Finance	10 January 2024

Cabinet Member Signature	
Date	17 January 2024

Reference:	COR-BR1-713

Responsible Officer:	Irfan Rasul
Cabinet Member:	Cllr Abdul Jabbar

BR1 - Section A

Portfolio:	Finance and Corporate Resources
Service Area:	Customer, Digital, Technology and Transformation (CDTT)
Budget Reduction Title:	Reduction in IT Application Services & Licensing

Budget Reduction Proposal - Detail and Objectives:

Target: To review and reduce the number of licenced apps across the estate.

To continue with the ICT led project of building the APLM (Application Portfolio Lifecycle Management) database to deliver a central and coordinated management of applications. To undertake continuous review with support from Service areas to deliver:

- Application rationalisation / reduction/ removal
- IT cost reduction in Application / System support and system / user licensing

There could be savings c£75,000 in licensing reductions from 2024/25. This review will allow us to renegotiate upcoming contracts and cut back on licence costs and applications which are no longer being utilised.

Savings of note will include a review of the soon to complete project for 8x8 Cloud Telephony licencing to ensure that all redundant and unused licences are removed from the estate including where modules are not yet utilised. In addition, it is proposed that where services are provided to 3rd parties such as the NCA, then the licence costs should be passed on rather than the Council continuing to pay for them. Other projects in progress in the GIS area re also looking to replace expensive software with alternatives and as such will also release costs.

A saving of £50k had already been built into the MTFS for 23/24 and therefore this estimated £75K saving is in addition to this.

2023/24 Service Budget and Establishment	£000
Employees	3,932
Other Operational Expenses	1,991
Income	868
Total	5,055

Current Forecast (under) / overspend	

Number of posts (Full time equivalent)	73

	2024/25	2025/26	2026/27
Proposed Budget Reduction (£000)	(75)	0	0
Proposed Staffing Reductions (FTE)	0	0	0

Is your proposal a 'one-off' in 2024/25 or is it ongoing?	ongoing

Section B

What impact does the proposal have on the following?

Property
None
Service Delivery
None
Future expected outcomes
The review of applications and licensing will continue and therefore further savings outcomes will be expected in due course.
Organisation
None
Workforce
None
Communities and Service Users
None
Children and Young People
None
Oldham Cares
None
Other Partner Organisations
If the NCA are asked to fund their own telephony licencing costs then this would impact them.

Who are the key stakeholders?

Staff	**X**
Elected Members	
Residents	
Local business community	
Schools	
Trade Unions	
External partners (if yes please specify below)	**Yes**
NCA to start paying for their own telephony license costs	
Other Council departments (if yes please specify below)	
Other (if yes please specify below)	

Benefits to the organisation/staff/customers including performance improvements
Cashable savings from reduction in base revenue budget.

Section C

Key Risks and Mitigations – include any interdependencies

Risk	Mitigation
There is a risk that where unused telephony licences are identified through MI reporting and Business Analysis, that the removal of telephony licences could be challenged by services and who refuse to release.	Business analysis reports to be produced to document lack of usage across an agreed period making challenge unacceptable.
There is a risk that by asking the NCA to fund their own telephony licence costs that this could impact partnership behaviours	Communication of the message to be delivered by Senior Partnership Stakeholders and with a period of notice as to when this would come into effect to give them time to make provision in their budget.

Key Development and Delivery Milestones

Milestone	Timeline

Section D

Consultation required?	No

	Start	Conclusion
Staff		
Trade Union		
Public		
Service Users		
Other		

Equality Impact Screening

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

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

EIA required? (choose YES if any of the above impacts are YES)	**No**

Section E

Finance comments
Reduction in IT Application Services & Licensing will realise a budget saving of £75k from 2024/25.

Signed RO	10 January 2024

Signed Finance	10 January 2024

Cabinet Member Signature	
Date	17 January 2024

Reference:	COR-BR1-714

Responsible Officer:	Mark Edgar
Cabinet Member:	Cllr Abdul Jabbar

BR1 - Section A

Portfolio:	Finance and Corporate Resources
Service Area:	Customer, Digital, Technology and Transformation (CDTT)
Budget Reduction Title:	Reduction in Mobile Phone Savings (Across All Services)

Budget Reduction Proposal - Detail and Objectives:

To implement Mobile Phone savings from December 2023.
NB: Costs are recharged by IT to all services and therefore the benefits of the savings will also be shared across all service cost centre budgets of which there are 300 applicable.

To implement the revised and significantly reduced EE Tarif charges for:

1) Voice and text
2) Voice Text and Data
3) Data Only

The revised contract with EE was signed w/c 6th Nov 2023

All the above rates have been significantly dropped through negotiation and will include savings in the current year of £72K through the months of December to March 2023/24

The annual savings targeted for 24/25 amount to £189K.

2023/24 Service Budget and Establishment	£000
Employees	-
Other Operational Expenses	276
Income	-
Total	

Current Forecast (under) / overspend	-

Number of posts (Full time equivalent)	-

	2024/25	2025/26	2026/27
Proposed Budget Reduction (£000)	(189)	0	0
Proposed Staffing Reductions (FTE)	0	0	0

Is your proposal a 'one-off' in 2024/25 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
Children and Young People
None
Oldham Cares
None
Other Partner Organisations
None

Who are the key stakeholders?

Staff	**x**
Elected Members	
Residents	
Local business community	
Schools	
Trade Unions	
External partners (if yes please specify below)	
Other Council departments (if yes please specify below)	
Other (if yes please specify below)	

Benefits to the organisation/staff/customers including performance improvements
Cashable savings from reduction in base revenue budget.

Section C

Key Risks and Mitigations – include any interdependencies

Risk	Mitigation
N/a	

Key Development and Delivery Milestones

Milestone	Timeline
N/a	

Section D

Consultation required?	No

	Start	Conclusion
Staff		
Trade Union		
Public		
Service Users		
Other		

Equality Impact Screening

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

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

EIA required? (choose YES if any of the above impacts are YES)	No

Section E

Finance comments
The Council has renegotiated its mobile phone contract with EE which has resulted in significantly reduced tariffs. Further work is needed to establish where the budget reductions will be met in 2024/25, as costs for mobile phones are currently recharged from IT to other services across the Council.

Signed RO	10 January 2024

Signed Finance	10 January 2024

Cabinet Member Signature	
Date	17 January 2024

Reference:	COR-BR1-730

Responsible Officer:	Shelley Kipling, Assistant CX
Cabinet Member:	Cllr. Abdul Jabbar

BR1 - Section A

Portfolio:	**Finance and Corporate Resources**
Service Area:	**Strategy and Performance, Children and Young People, ASC**
Budget Reduction Title:	**Centralisation of Business Intelligence functions**

Budget Reduction Proposal - Detail and Objectives:

There are currently separate Performance and Insight functions across Children and Young People, Adult Social Care, and Strategy and Performance.

The proposal will centralise Oldham's Business Intelligence functions, moving Performance and Insight staff away from in-service management to a central team. This will allow for more flexible use of analyst capacity and the need for fewer line managers.

The centralisation of Business Intelligence functions will lead to more efficient use of resources by reducing duplication, meaning that services can be delivered more effectively and efficiently. Through centralising the teams, we will improve data collection and management, ensuring our insight is more consistent and robust. This will lead to better decision-making based on accurate and comprehensive information, allowing for targeted and effective responses to community needs.

2023/24 Service Budget and Establishment	**£000**
Employees	250 (ASC) 643 (CYP) 1,013 (S&P)
Other Operational Expenses	- (ASC) 25 (CYP) 74 (S&P)
Income	- (ASC) (59) (CYP) (30) (S&P)
Total	250 (ASC) 609 (CYP) 1,057 (S&P)

Current Forecast (under) / overspend	- (ASC) 227 (CYP) (13) (S&P)

Number of posts (Full time equivalent)	5 (ASC) 8 (CYP) 17 (S&P)

	2024/25	2025/26	2026/27
Proposed Budget Reduction (£000)	(100)	(50)	
Proposed Staffing Reductions (FTE)	2	1	0

Is your proposal a 'one-off' in 2024/25 or is it ongoing?	Ongoing

Section B

What impact does the proposal have on the following?

Property
N/A
Service Delivery
The proposal will review and centralise service-based analyst capacity across Children and Young People, Adult Social Care, and Strategy and Performance.
Future expected outcomes
A more modern, efficient Business Intelligence Service that better meet the needs of the organisation and our residents.
Organisation
N/A
Workforce
A reduction in management capacity due to the restructure of services.
Communities and Service Users
N/A
Children and Young People
N/A
Oldham Cares
N/A
Other Partner Organisations
N/A

Who are the key stakeholders?

Staff	**X**
Elected Members	**N/A**
Residents	**N/A**
Local business community	**N/A**
Schools	**N/A**
Trade Unions	**N/A**
External partners (if yes please specify below)	**N/A**
N/a	
Other Council departments (if yes please specify below)	**X**
Children and Young People, Adult Social Care, Strategy and Performance	
Other (if yes please specify below)	**N/A**
N/a	

Benefits to the organisation/staff/customers including performance improvements
The centralisation of Business Intelligence functions will lead to more efficient use of resources by reducing duplication, meaning that services can be delivered more effectively and efficiently. Through centralising the teams, we will improve data collection and management, ensuring our insight is more consistent and robust. This will lead to better decision-making based on accurate and comprehensive information, allowing for targeted and effective responses to community needs.

Section C

Key Risks and Mitigations – include any interdependencies

Risk	Mitigation
Centralising services involves significant changes to the structure and delivery of Insight and Performance for Children and Young People and Adult Social Care. This process can disrupt existing services, leading to a temporary decrease in service quality.	Services will be fully engaged in the design and development of the new centralised Business Intelligence function, ensuring it continues to meet business needs. The flexibility of analyst support will lead to better service outcomes, reducing duplication and promoting new ways of working.

Key Development and Delivery Milestones

Milestone	Timeline
Undertake a formal review and consultation with impacted services and staff.	Q1 2024.
Implement a restructure of Business Intelligence functionality.	Q2 2024.

Section D

Consultation required?	Yes

	Start	Conclusion
Staff	TBC	TBC
Trade Union	TBC	TBC
Public	N/A	N/A
Service Users	N/A	N/A
Other	N/A	N/A

Equality Impact Screening

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

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

EIA required? (choose YES if any of the above impacts are YES)	**No**

Section E

Finance comments
Recentralising the Business Intelligence function will allow for more flexible use of analyst capacity and the need for fewer line managers. Subject to a service redesign and restructure in 2024/25, this will achieve a budget saving of £100k in 2024/25 followed by a further £50k in 2025/26.

Signed RO	10 January 2024

Signed Finance	10 January 2024

Cabinet Member Signature	
Date	17 January 2024

Reference:	COR-BR1-733

Responsible Officer:	Vikki Morris, AD of HR&OD
Cabinet Member:	Cllr Abdul Jabbar

BR1 - Section A

Portfolio:	**Resources**
Service Area:	**HR&OD**
Budget Reduction Title:	**Reduction of corporate funding for Chief Executive Apprenticeships Programme**

Budget Reduction Proposal - Detail and Objectives:

The Chief Executive Apprenticeship Programme was set up in 2022/2023 to support employing 20 new apprentices every 12 months. This was an initiative supported by the Chief Executive to help drive "Grow our Own" career opportunities, to help improve opportunities for residents of the Borough to engage in careers within Local Government and to improve local representation within the workforce. It should be noted that this programme was provided alongside existing opportunities for services to employ apprentices, paid for out of their own service budgets.

The programme currently receives corporate funding (added to the HR&OD budget) which pays for the salaries, including on-costs, of the 20 apprentices for the duration of their apprenticeship course. The cost of the apprenticeship course is paid for from the Apprenticeship Levy (note the Apprenticeship Levy cannot be used to pay for salaries).

The course duration is a minimum of 18 months but can be up to 2 years depending on end point assessments and level of qualification. Therefore, the corporate pot provides commitment to a salary payment until the apprenticeship is completed. Once an apprentice has completed their course/qualification they can then apply for vacant roles in the Council, and their salary cost will then be met from service budgets.

In 2022/2023 the programme allowed us to double our apprenticeship offer to 42 apprentices, with full utilisation of the corporate funding. So far in 2023/2024 we have recruited 12 to the corporate programme.

The proposal is that we stop any further recruitment to apprenticeship posts from the Chief Executive Corporate Programme this financial year. This will prevent incurring any further salary costs and will also prevent future cost liabilities for future years. It should be noted that we will continue to pay salary payments for all existing apprentices on the programme, and therefore the required amount of the corporate pot will remain in place to ensure existing apprentices already in progress with their apprenticeship continue to their end point.

2023/24 Service Budget and Establishment	**£000**
Employees	460
Other Operational Expenses	N/A
Income	N/A
Total	460

Current Forecast (under) / overspend	(188)

Number of posts (Full time equivalent)	N/A

	2024/25	2025/26	2026/27
Proposed Budget Reduction (£000)	(180)	0	0
Proposed Staffing Reductions (FTE)	0	0	0

Is your proposal a 'one-off' in 2024/25 or is it ongoing?	On-going

Section B

What impact does the proposal have on the following?

Property
N/A
Service Delivery
The programme currently supports the salaries of 20 apprentices a year, which are employed across a range of services in the Council. The reduction will mean that we no longer offer a corporate apprentices programme, services will still be able to employ apprentices, but this will need to be funded from their own budgets.
Future expected outcomes
N/A
Organisation
This will reduce employment of apprentices for the short-term but there is a plan in place to ensure services continue to provide apprenticeship opportunities.
Workforce
This will reduce employment of apprentices for the short-term but there is a plan in place to ensure services continue to provide apprenticeship opportunities.
Communities and Service Users
N/A
Children and Young People
N/A
Oldham Cares
N/A
Other Partner Organisations
N/A

Who are the key stakeholders?

Staff	**Y**
Elected Members	**Y**
Residents	**N**
Local business community	**N**
Schools	**N**
Trade Unions	**Y**
External partners (if yes please specify below)	**N**
Other Council departments (if yes please specify below)	
Other (if yes please specify below)	

Benefits to the organisation/staff/customers including performance improvements
A £0.180m contribution to the Council's 2024/25 budget gap.

Section C

Key Risks and Mitigations – include any interdependencies

Risk	**Mitigation**
Without corporate budget support, some services will be unable to provide apprenticeship opportunities.	A comprehensive workforce planning programme is being introduced over the next 2 years, led by HR&OD and in collaboration with finance and trade union colleagues. The programme will work with every service area to identify: • Grow our own opportunities, ensuring current and future skills gaps are considered, providing opportunities for early start apprentices • Develop and improve career structures for service areas, providing opportunities for progression
Opportunities for early careers in Local Government will reduce	
Opportunities to improve local representation of the workforce will diminish	

Key Development and Delivery Milestones

Milestone	Timeline
Recruitment to new apprenticeships as part of the Chief Executive Corporate programme will cease	With immediate effect
All existing apprentices that are currently being paid for from the Chief Executive Corporate programme will be maintained until their course/qualification is completed	During 2024/2025 and 2025/26 commitments will continue to reduce until finally ceasing altogether.

Section D

Consultation required?	N

	Start	Conclusion
Staff		
Trade Union		
Public		
Service Users		
Other		

Equality Impact Screening

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

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

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

Section E

Finance comments
The proposal is that we stop any further recruitment to apprenticeship posts from the Chief Executive Corporate Programme this financial year. This will realise a budget saving of £180k in 2024/25.

Signed RO	10 January 2024

Signed Finance	17 January 2024

Cabinet Member Signature	
Date	17 January 2024

Reference:	COR-BR1-734

Responsible Officer:	Sarah Johnston
Cabinet Member:	Cllr A Jabbar

BR1 - Section A

Portfolio:	Finance & Corporate Resources
Service Area:	Finance
Budget Reduction Title:	Introduction of a Vacancy Factor

Budget Reduction Proposal - Detail and Objectives:

The Council currently prepares its budget estimates on the approved FTE establishment of each service and cost centre. The proposal is to apply a vacancy factor at a rate of 1% to mainstream employee budgets. Some posts will become vacant during 2024/25 due to staff turnover and it is a legitimate and reasonable action to create a budget reduction proposal to take advantage of this movement in staffing and the consequent impact of the recruitment process. The Council has a detailed recruitment review process. This should ensure the timing of the recruitment to posts is managed appropriately.

Based on the estimated staffing budget requirements for 2024/25 this will generate a saving of approximately £1.0m (this allows some for some contingency based on the 1% target).

It should be noted that this is not a reduction in staffing FTE across the organisation but a change in the costing methodology for staffing budgets. Directorates will be expected to manage any recruitment to permanent or temporary posts whilst remaining aware of their vacancy management targets.

2023/24 Service Budget and Establishment	£000
Employees	124,000
Other Operational Expenses	0
Income	0
Total	124,000

Current Forecast (under) / overspend	0

Number of posts (Full time equivalent)	

	2024/25	2025/26	2026/27
Proposed Budget Reduction (£000)	(1,000)	0	0
Proposed Staffing Reductions (FTE)	0	0	0

Is your proposal a 'one-off' in 2024/25 or is it ongoing?	Ongoing

Section B

What impact does the proposal have on the following?

Property
There is no anticipated impact on property.
Service Delivery
There is no anticipated impact on service delivery, service staffing budgets will be managed within available resources.
Future expected outcomes
There is no anticipated impact on future expected outcomes.
Organisation
There is no anticipated impact on the organisation, service staffing budgets will be managed within available resources.
Workforce
There is no anticipated impact on the workforce.
Communities and Service Users
There is no anticipated impact on communities and service users.
Children and Young People
There is no anticipated impact on children and young people.
Oldham Cares
There is no anticipated impact on Oldham Cares apart from Council staffing budgets within Adult Social Care carrying and managing the vacancy factor.
Other Partner Organisations
There is no anticipated 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)	**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
A £1.0m contribution to the achievement of the 2024/25 budget reduction target.

Section C

Key Risks and Mitigations – include any interdependencies

Risk	Mitigation
Service budgets will overspend in 2024/25 due to non-achievement of the vacancy management target.	There is an expectation that a percentage of posts will be vacant in year through natural turnover of staff, and services through to directorates will manage recruitment and cover arrangements accordingly.
Individual budget areas with low staff turnover will fail to meet the vacancy target.	Information on the achievement of vacancy management targets will be made available at service and directorate level to allow a wider analysis of progress against targets and allow offsets between over and under achieving service / directorate areas.

Key Development and Delivery Milestones

Milestone	Timeline
Vacancy management targets are calculated and allocations communicated to service and budget	March 2024
Vacancy management targets are reviewed in line with any organisational change prior to the commencement of the 2024/25 financial year	March 2024 – April 2025
Vacancy management targets are applied to individual budgets prior to the commencement of the 2024/25 financial year.	April 2025
Production of vacancy management information is built into financial monitoring procedures.	May 2025

Section D

Consultation required?	**No**

	Start	Conclusion
Staff	N/a	N/a
Trade Union	N/a	N/a
Public	N/a	N/a
Service Users	N/a	N/a
Other	N/a	N/a

Equality Impact Screening

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

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

EIA required? (choose YES if any of the above impacts are YES)	**No**

Section E

Finance comments
This change in the costing methodology for staffing budgets will generate a saving of £1.0m. Vacancy management targets and their achievement will be closely monitored as part of the budget monitoring process.

Signed RO	09 January 2024

Signed Finance	09 January 2024

Cabinet Member Signature	
Date	17 January 2024

Cllr Brownridge

Cabinet Member for Health and Social Care

Reference:	ASC-BR1-715

Responsible Officer:	Jayne Ratcliffe
Cabinet Member:	Cllr Barbara Brownridge

BR1 - Section A

Portfolio:	**Adult Social Care and Health**
Service Area:	**Adult Social Care**
Budget Reduction Title:	**Commissioning and Contracts**

Budget Reduction Proposal - Detail and Objectives:

Given the financial constraints and savings Adult Social Care are required to save it is proposed to cease or reduce financial contributions to some health led services.

This proposal is to cease or reduce various contracts across Adult Social Care and carry out a review of the Commissioning service structure including vacant posts, totalling £1.30m.

This includes reducing / ending financial contributions for services, including health related services as follows:

- MioCare £250k
- ORCAT £300k
- Health related services £150k
- Social Care related services £500k
- Realignment of the Commissioning Structure £100k

2023/24 Service Budget and Establishment	**£000**
Employees	1,570
Other Operational Expenses	11,286
Income	0
Total	12,856

Current Forecast (under) / overspend	0

Number of posts (Full time equivalent)	34.40

	2024/25	**2025/26**	**2026/27**
Proposed Budget Reduction (£000)	(1,300)	-	-
Proposed Staffing Reductions (FTE)	5.80	-	-

Is your proposal a 'one-off' in 2024/25 or is it ongoing?	Ongoing

Section B

What impact does the proposal have on the following?

Property
Not applicable
Service Delivery
Ceasing the funding is likely to result in the reduction of these services in Oldham, with an impact to the ability for providing support for people discharged from hospital in the community. However, a review of Oldham's Intermediary care is due to commence (led by the ICB). Adult Social Care continues to fund reablement services and activity in the community providing support for people discharged from hospital.
Future expected outcomes
A reduction in spend on commissioned contracts with a preventative agenda will likely result in an increase in future demand for ASC services and impact on the delivery of the Adult Social Care target operating model.
Organisation
N/a
Workforce
It is likely that the NCA will be required to redeploy staff within the ORCAT service. Understanding the impact on the workforce in Miocare and other providers will be established as part of the consultation process. The review of the Commissioning Team staffing structure and vacant posts will require consultation with staff.
Communities and Service Users
Potential impact to reablement support in the community
Children and Young People
Not applicable
Oldham Cares
Ceasing the funding is likely to result in the reduction of these services in Oldham, with an impact to the ability for providing support for people discharged from hospital in the community.
Other Partner Organisations
The impact will be considered as part of the consultation process.

Who are the key stakeholders?

Staff	✓
Elected Members	✓
Residents	✓
Local business community	✓
Schools	✓
Trade Unions	✓
External partners (if yes please specify below)	✓
Social care commissioned providers (via ASC)	
Other Council departments (if yes please specify below)	
Other (if yes please specify below)	✓
ICB, NCA	

Benefits to the organisation/staff/customers including performance improvements
Sourcing savings

Section C

Key Risks and Mitigations – include any interdependencies

Risk	Mitigation
Reduction in hospital discharge to the community resulting in more people remaining in hospital for longer.	A review of reablement services taking place A review of intermediary care in Oldham

Key Development and Delivery Milestones

Milestone	Timeline
Contract notice period	Up to 6 months' notice required

Section D

Consultation required?	YES

	Start	Conclusion
Staff		
Trade Union		
Public		
Service Users		
Other PROVIDER	ASAP	

Equality Impact Screening

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

Disabled people	Yes
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? (choose YES if any of the above impacts are YES)	Yes

Section E

Finance comments
This proposal is to cease or reduce various provider contracts & review the Commissioning team structure and the number of vacant posts, to the value of £1.3m. The EIA above states that a 6months notice period is required to providers, therefore deliverability of the £1.3m will be dependent upon the timeframe for consultation & formal approval/governance processes.

Signed RO	
Signed Finance	12 January 2024

Cabinet Member Signature	
Name and Date	Cllr Barbara Brownridge Thursday 11th January 2024

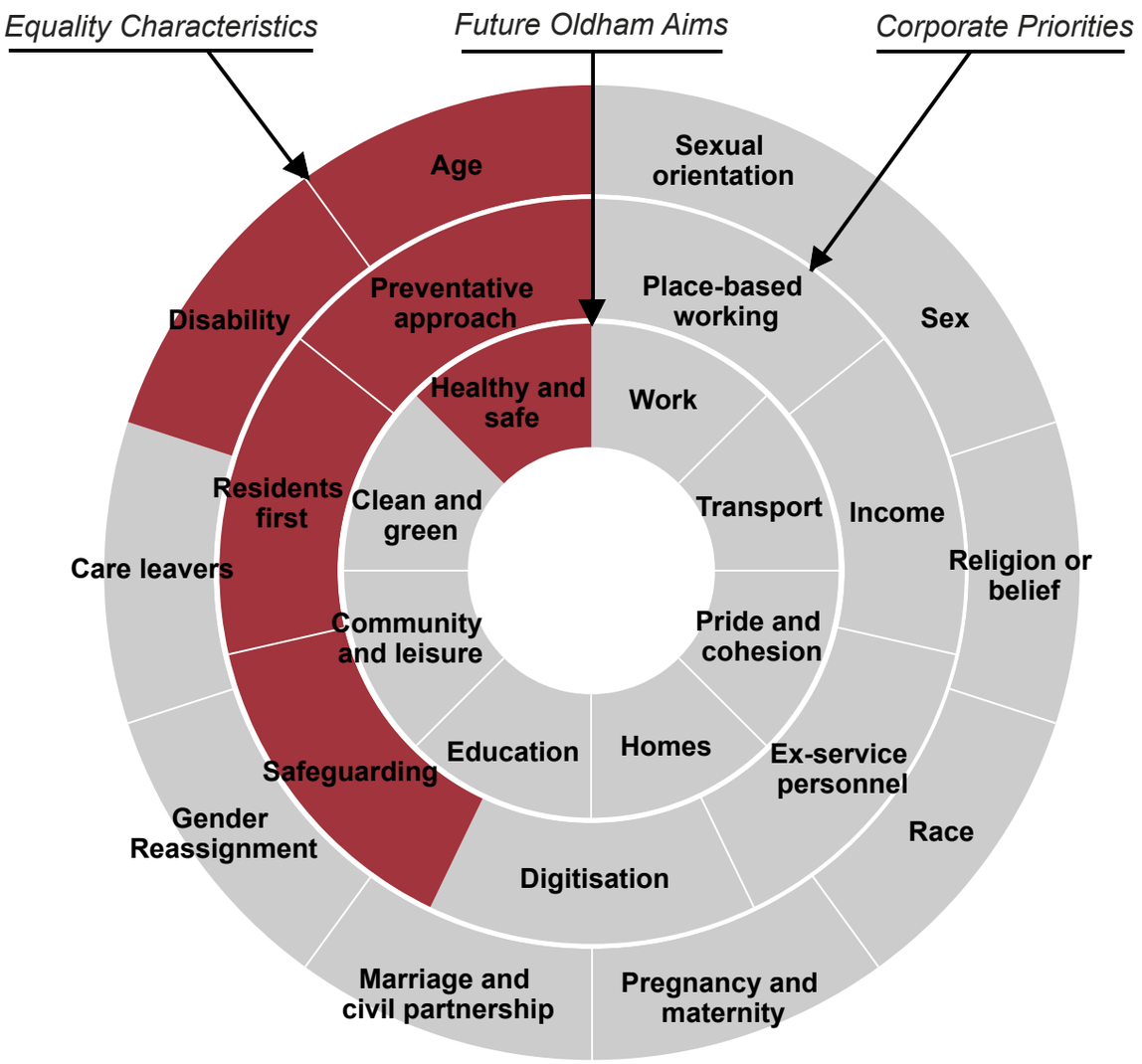
Equality Impact Assessment

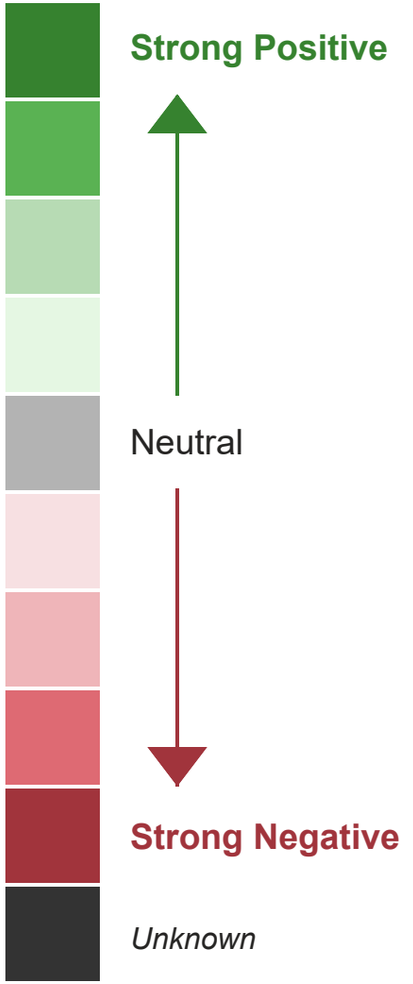
ASC-BR1-715

ASC Commissioning and Contracts

completed/last updated by Claire Hooley on 10/01/2024

Portfolio
Health and Social Care
Directorate
PPL (People Services)
Service/Team
PPL - Adult Social Care
Is this IA related to a Budget Reduction proposal? **Yes**





Comment on No Positives in whole IA
Oldham residents are highly likely to be impacted as a result of this savings reduction proposal in that there will be a reduction in the services they are able to access resulting in some delays to receiving support. However, the Council needs to ensure a balanced budget is achieved so in applying contract reductions to service provision we will continue to work with commissioned providers ensuring that there are appropriate triage services in place, meaning that those most in need receive the service needed.

Equality Characteristics

Category	Impact	Likely	Duration	Impact Score	Comment
Age	Strong Negative	Very Likely	Long Term	-8	A reduction in commissioned services is higly likely to impact Oldham residents particulary in terms of access and a timely response from commissioned services
Disability	Strong Negative	Very Likely	Long Term	-8	A reduction in commissioned services is higly likely to impact Oldham residents particulary in terms of access and a timely response from commissioned services
Care leavers	Neutral	Possible	Short Term	0	This is unknown at this stage
Gender Reassignment	Neutral	Possible	Short Term	0	This is unknown at this stage
Marriage and civil partnership	Neutral	Possible	Short Term	0	This is unknown at this stage
Pregnancy and maternity	Neutral	Possible	Short Term	0	This is unknown at this stage
Race	Neutral	Possible	Short Term	0	This is unknown at this stage
Religion or belief	Neutral	Possible	Short Term	0	This is unknown at this stage
Sex	Neutral	Possible	Short Term	0	This is unknown at this stage
Sexual orientation	Neutral	Possible	Short Term	0	This is unknown at this stage

Corporate Priorities

Category	Impact	Likely	Duration	Impact Score	Comment
Preventative approach	Strong Negative	Very Likely	Long Term	-8	A reduction in commissioned services is higly likely to impact Oldham residents particulary in terms of access and a timely response from commissioned services with a high likelihood to lead to safeguardings being raised and needing to be investigated
Residents first	Strong Negative	Very Likely	Long Term	-8	A reduction in commissioned services is higly likely to impact Oldham residents particulary in terms of access and a timely response from commissioned services with a high likelihood to lead to safeguardings being raised and needing to be investigated
Safeguarding	Strong Negative	Very Likely	Long Term	-8	A reduction in commissioned services is higly likely to impact Oldham residents particulary in terms of access and a timely response from commissioned services with a high likelihood to lead to safeguardings being raised and needing to be investigated
Digitisation	Neutral	Possible	Short Term	0	This is unknown at this stage
Ex-service personnel	Neutral	Possible	Short Term	0	This is unknown at this stage
Income	Neutral	Possible	Short Term	0	This is unknown at this stage
Place-based working	Neutral	Possible	Short Term	0	This is unknown at this stage

Future Oldham Aims

Category	Impact	Likely	Duration	Impact Score	Comment
Healthy and safe	Strong Negative	Very Likely	Long Term	-8	A reduction in commissioned services is higly likely to impact Oldham residents particulary in terms of access and a timely response from commissioned services with a high likelihood to lead to safeguardings being raised and needing to be investigated
Clean and green	Neutral	Possible	Short Term	0	This is unknown at this stage
Community and leisure	Neutral	Possible	Short Term	0	This is unknown at this stage
Education	Neutral	Possible	Short Term	0	This is unknown at this stage
Homes	Neutral	Possible	Short Term	0	This is unknown at this stage
Pride and cohesion	Neutral	Possible	Short Term	0	This is unknown at this stage
Transport	Neutral	Possible	Short Term	0	This is unknown at this stage
Work	Neutral	Possible	Short Term	0	This is unknown at this stage

Negative Impacts

Category	Impact	Likely	Duration	Impact Score	What action can be taken to mitigate the potential negative impacts?	Action(s)	Owner(s)	Timescale(s)	If the negative impacts can't be mitigated, why should the project/decision proceed?
Age	Strong Negative	Very Likely	Long Term	-8	Clear communications to all stakeholders inlcuding ensuring clear direction is provided to commissioned providers with a focus on prioritising and triaging needs	Legal advice in amending and updating service specifications and contractual terms and conditions	Commissioning service	From decision made	It is not recommended
Disability	Strong Negative	Very Likely	Long Term	-8	Clear communications to all stakeholders inlcuding ensuring clear direction is provided to commissioned providers with a focus on prioritising and triaging needs	Legal advice in amending and updating service specifications and contractual terms and conditions	Commissioning service	From decision made	It is not recommended
Healthy and safe	Strong Negative	Very Likely	Long Term	-8	Clear communications to all stakeholders inlcuding ensuring clear direction is provided to commissioned providers with a focus on prioritising and triaging needs	Legal advice in amending and updating service specifications and contractual terms and conditions	Commissioning service	From decision made	It is not recommended
Preventative approach	Strong Negative	Very Likely	Long Term	-8	Clear communications to all stakeholders inlcuding ensuring clear direction is provided to commissioned providers with a focus on prioritising and triaging needs	Legal advice in amending and updating service specifications and contractual terms and conditions	Commissioning service	From decision made	It is not recommended
Residents first	Strong Negative	Very Likely	Long Term	-8	Clear communications to all stakeholders inlcuding ensuring clear direction is provided to commissioned providers with a focus on prioritising and triaging needs	Legal advice in amending and updating service specifications and contractual terms and conditions	Commissioning service	From decision made	It is not recommended
Safeguarding	Strong Negative	Very Likely	Long Term	-8	Clear communications to all stakeholders inlcuding ensuring clear direction is provided to commissioned providers with a focus on prioritising and triaging needs	Legal advice in amending and updating service specifications and contractual terms and conditions	Commissioning service	From decision made	It is not recommended

Strong Positive Impacts that are Possible

Category	Impact	Likely	Duration	Impact Score	What action can be taken to increase the likelihood that positive impacts are realised?	Action(s)	Owner(s)	Timescale(s)

Reference:	ASC-BR1-716

Responsible Officer:	Jayne Ratcliffe
Cabinet Member:	Cllr Barbara Brownridge

BR1 - Section A

Portfolio:	**Health & Social Care**
Service Area:	**Adult Social Care**
Budget Reduction Title:	**Operational restructure**

Budget Reduction Proposal - Detail and Objectives:

Due to the workforce challenges faced within the health and social care sector, the proposal intends to realign the operational establishment based on demographics of the community and the need of the population. This will inform and enable ASC to employ and 'grow its own' workforce based on the needs of each community district whilst optimising capacity to meet statutory duties.

This proposal will look to remove longstanding vacant posts and repurpose them to serve the needs of the organisation more appropriately whilst achieving a net saving of £150k.

Posts to be deleted are as follows:

- Adult Social Care staff x 3 £150K

2023/24 Service Budget and Establishment	**£000**
Employees	150
Other Operational Expenses	
Income	
Total	150

Current Forecast (under) / overspend	0

Number of posts (Full time equivalent)	3

	2024/25	**2025/26**	**2026/27**
Proposed Budget Reduction (£000)	(150)		
Proposed Staffing Reductions (FTE)	3		

Is your proposal a 'one-off' in 2024/25 or is it ongoing?	Ongoing

Section B

What impact does the proposal have on the following?

Property
Not applicable
Service Delivery
For the service to be more efficient and effective in their service model of delivery to meet the population needs of each district and be diverse by design. This will enable a more person-centred approach to demand and increase capacity. The service will implement strength-based ways of working and ensure residents use assets in the community to maintain independence, rather than relying on statutory social care support. The proposal will ensure that we are creating the right capacity in the workforce to respond to the demands of the community, rather than having posts vacant when we are unable to recruit, that do not align the model of working and the Target Operating Model.
Future expected outcomes
A more person-centred service that meets the need of the district demand which enables us to tailor the resource to meet the need of the community.
Organisation
No concerns around reputational risk as the post that have been aligned to the budget proposals will be replaced by a different model.
Workforce
A shift in culture to district model working and moving more towards growing our own workforce.
Communities and Service Users
Increase independence of Oldham residents, resource created to meet district demand and reduced reliance on care and support.
Children and Young People
Not applicable
Oldham Cares
Not applicable
Other Partner Organisations
Not applicable

Who are the key stakeholders?

Staff	✓
Elected Members	✓
Residents	✓
Local business community	
Schools	
Trade Unions	
External partners (if yes please specify below)	
Other Council departments (if yes please specify below)	
Other (if yes please specify below)	

Benefits to the organisation/staff/customers including performance improvements
Close alignment with place-based integration, family hubs and PCN networks.

Section C

Key Risks and Mitigations – include any interdependencies

Risk	Mitigation
Risk of reduction in staffing structure	The posts have been vacant for an extended period and are difficult to recruit to nationally as outlined in Government and chief social work statements. Whilst the post will be deleted from what they are currently, they will be replaced by a different discipline. The discipline of the post will be dependent on the need of the district. Enabling the workforce to model the needs of each district.
Reputational issues	Minimal risks as the positions will be replaced by another discipline.

Key Development and Delivery Milestones

Milestone	Timeline
Data analysis	Completed by district modelling Restructure ongoing – draft completion date March 24

Section D

Consultation required?	No

	Start	Conclusion
Staff		
Trade Union		
Public		
Service Users		
Other		

Equality Impact Screening

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

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

EIA required? (Choose YES if any of the above impacts are YES)	**No, a full EIA is not required. However, an impact assessment will be completed.**

Section E

Finance comments
This proposal is to delete 3 FTE posts to the value of £150k. As these posts are vacant this proposal is deliverable from the beginning of 2024-25 financial year.

Signed RO	
Signed Finance	10 January 2024

Cabinet Member Signature	
Name and Date	Thursday 11th January 2024

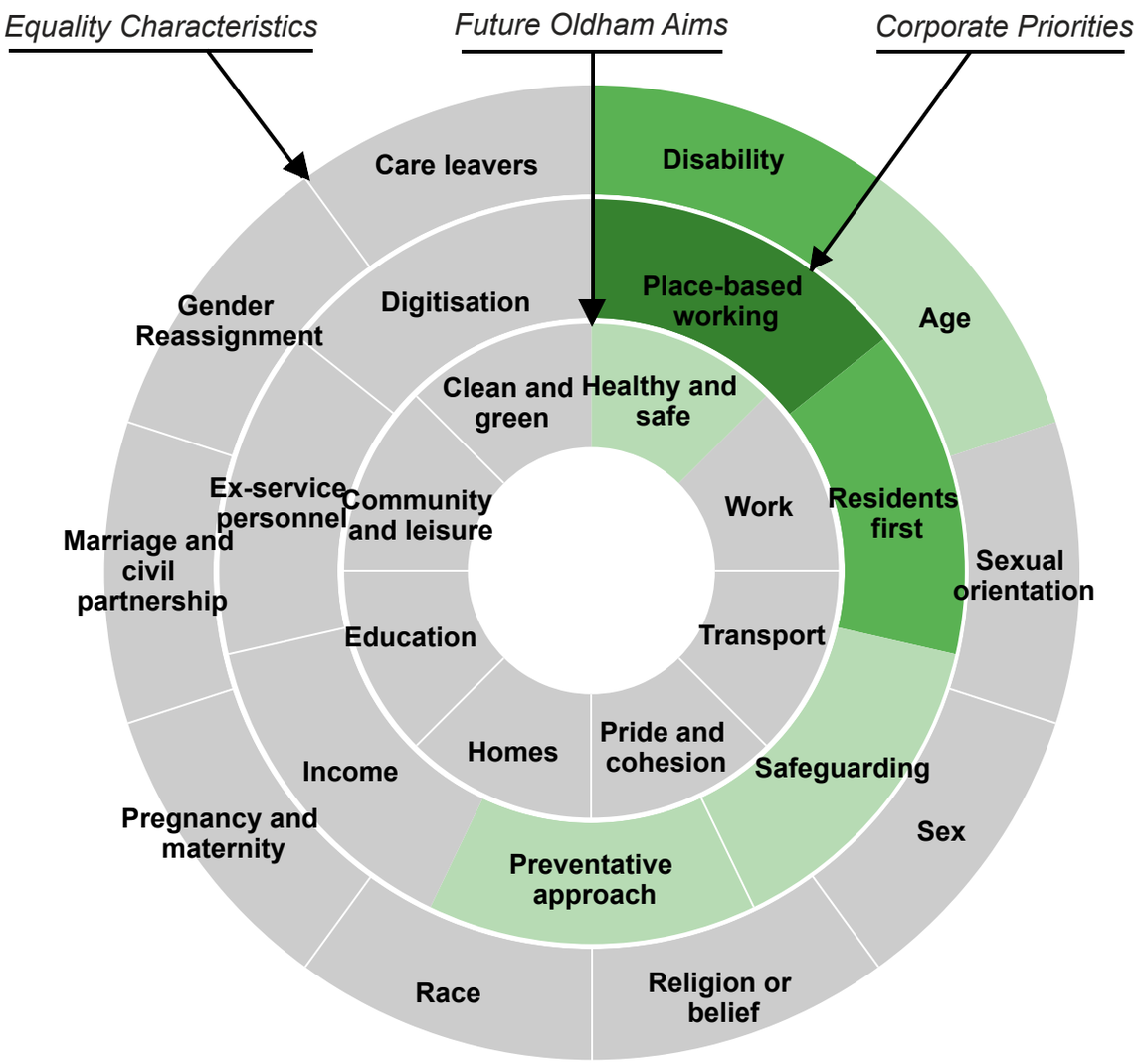
Equality Impact Assessment

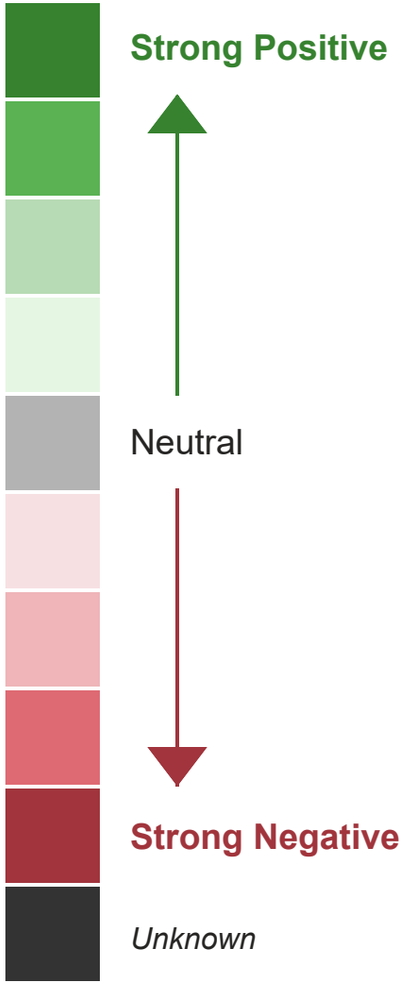
ASC Restructure

ASC-BR1-716

completed/last updated by Hayley Eccles on 10/01/2024

Portfolio	**Health and Social Care**
Directorate	**PPL (People Services)**
Service/Team	**PPL - Adult Social Care**
Is this IA related to a Budget Reduction proposal?	**Yes**





Equality Characteristics

Category	Impact	Likely	Duration	Impact Score	Comment
Care leavers	Neutral	Possible	Short Term	0	
Gender Reassignment	Neutral	Possible	Short Term	0	
Marriage and civil partnership	Neutral	Possible	Short Term	0	
Pregnancy and maternity	Neutral	Possible	Short Term	0	
Race	Neutral	Possible	Short Term	0	
Religion or belief	Neutral	Possible	Short Term	0	
Sex	Neutral	Possible	Short Term	0	
Sexual orientation	Neutral	Possible	Short Term	0	
Age	Strong Positive	Possible	Short Term	2	The current vacancies have been vacant for a period of time & there are challenges nationally due to the shortage of ASC staff. By repurposing the post we are able to create capacity in the workforce and grow our own workforce whilst meeting each district needs.
Disability	Strong Positive	Possible	Long Term	4	The current vacancies have been vacant for a period of time & there are challenges nationally due to the shortage of ASC staff. By repurposing the post we are able to create capacity in the workforce and grow our own workforce whilst meeting each district needs. By addising capacity to the workforce we are able to meets the needs of vulnerable adults in a more timely way.

Corporate Priorities

Category	Impact	Likely	Duration	Impact Score	Comment
Digitisation	Neutral	Possible	Short Term	0	
Ex-service personnel	Neutral	Possible	Short Term	0	
Income	Neutral	Possible	Short Term	0	
Preventative approach	Moderate Positive	Possible	Long Term	2	By restructuring Adult Social care and creating posts to add capacity will enable ASC to respond in a more timely way, and providing interventions earlier to prevent people from becoming more dependant on services
Safeguarding	Moderate Positive	Possible	Long Term	2	Repurposing posts to add more capacity to the service will mean that we are able to meet statutory duties in relation to Adult safeguarding as outlined in the Care Act
Residents first	Strong Positive	Possible	Long Term	4	The current vacancies have been vacant for a period of time & there are challenges nationally due to the shortage of ASC staff. By repurposing the post we are able to create capacity in the workforce and grow our own workforce whilst meeting each district needs.
Place-based working	Strong Positive	Very Likely	Long Term	8	The restructure of posts will enable ASC to repurpose generic posts to create posts that meet the needs to each district and be diverse in design

Future Oldham Aims

Category	Impact	Likely	Duration	Impact Score	Comment
Clean and green	Neutral	Possible	Short Term	0	
Community and leisure	Neutral	Possible	Short Term	0	
Education	Neutral	Possible	Short Term	0	
Homes	Neutral	Possible	Short Term	0	
Pride and cohesion	Neutral	Possible	Short Term	0	
Transport	Neutral	Possible	Short Term	0	
Work	Neutral	Possible	Short Term	0	
Healthy and safe	Moderate Positive	Possible	Long Term	2	The restructure aims to create more capacity within the service. This will enable ASC to respond in a timely way to Oldham residents, ensuring we apply support and interventions to keep people healthy safe and well.

Negative Impacts

Category	Impact	Likely	Duration	Impact Score	What action can be taken to mitigate the potential negative impacts?	Action(s)	Owner(s)	Timescale(s)	If the negative impacts can't be mitigated, why should the project/decision proceed?

Strong Positive Impacts that are Possible

Category	Impact	Likely	Duration	Impact Score	What action can be taken to increase the likelihood that positive impacts are realised?	Action(s)	Owner(s)	Timescale(s)
Age	Strong Positive	Possible	Short Term	2	The posts are not going to be taken from the structure, rather to repurpose the post to create capacity to manage the demand and population of each district. Transformation and HR support.	Restructure and repurposing posts in Adult Social Care to allign with Districts modelling and demand	Hayley Eccles	First Draft to be completed March 2024
Disability	Strong Positive	Possible	Long Term	4	The posts are not going to be taken from the structure, rather to repurpose the post to create capacity to manage the demand and population of each district. Transformation and HR support.	Restructure and repurposing posts in Adult Social Care to allign with Districts modelling and demand	Hayley Eccles	First Draft to be completed March 2024
Residents first	Strong Positive	Possible	Long Term	4	The posts are not going to be taken from the structure, rather to repurpose the post to create capacity to manage the demand and population of each district. Transformation and HR support.	Restructure and repurposing posts in Adult Social Care to allign with Districts modelling and demand	Hayley Eccles	First Draft to be completed March 2024

Reference:	ASC-BR1-717

Responsible Officer:	Jayne Ratcliffe
Cabinet Member:	Cllr Barbara Brownridge

BR1 - Section A

Portfolio:	Health & Social Care
Service Area:	Adult Social Care
Budget Reduction Title:	Focussed Transitions Team – invest to save

Budget Reduction Proposal - Detail and Objectives:

It is proposed a team is established from existing service resources in Children's Social Care (CSC) and Adult Social Care (ASC) with a dedicated team manager and line management provided within the ASC service. The workers would have a focussed role to prepare young people for adulthood to achieve a positive outcome through integrated practice.

The team will consist of 4 social workers and 2 care co-ordinators from CSC and ASC, plus a team manager.

In addition to completing the statutory assessments, the team will identify what provision is required to support young people to better prepare for adulthood. This will be subject to a business case being prepared during 2024-25 for implementation the following year.

By working together across CCSC and ASC and involving young people in service development this proposal will prepare young people for adulthood to achieve positive outcomes through integrated practice.

This will also enable services provided to become more efficient and will avoid the need for young people to placed in unplanned, expensive out of borough provision.

2023/24 Service Budget and Establishment	£000
Employees	0
Other Operational Expenses	0
Income	0
Total	0

Current Forecast (under) / overspend	0

Number of posts (Full time equivalent)	-

	2024/25	2025/26	2026/27
Proposed Budget Reduction (£000)	-	(1,000)	-
Proposed Staffing Reductions (FTE)			

Is your proposal a 'one-off' in 2024/25 or is it ongoing?	One off

Section B

What impact does the proposal have on the following?

Property
There is potential for the repurposing of existing voids in supported living/similar setting.
Service Delivery
The current arrangement relating to the Transitions Hub is an 'add on' to existing services and does not have dedicated resource. This arrangement would create efficiencies, improve current process and the overall experience for young people waiting assessment. The service would require management and support staff from a specialist provider, with links to housing, education, and employment providers.
Future expected outcomes
The development is expected to improve the opportunity to support young people to develop the life skills needed in adulthood, in a safe and appropriate setting.
Organisation
This creates an opportunity to improve the experience for young people and will ensure compliance with statutory requirements. This will also provide an opportunity for improved CQC and OFSTED assurance outcomes
Workforce
The service creates an opportunity for expertise, post-qualifying practice options, and career development opportunities across both ASC and CSC.
Communities and Service Users
Local communities and service users would be involved in the ongoing support to young people as part of the service provision, supporting young people to access a number of opportunities, including employment.
Children and Young People
There would be an enhanced experience for children and young people through the provision of a bespoke service.
Oldham Cares
It is expected that key statutory partners would be engaged in this activity, and specific roles in the planning would be scoped as the project progresses.
Other Partner Organisations
Other partners will be engaged in this activity via the SEND Partnership and Strategic Transitions Boards.

Who are the key stakeholders?

Staff	✓
Elected Members	✓
Residents	✓
Local business community	✓
Schools	✓
Trade Unions	✓
External partners (if yes please specify below)	✓
Miocare, NCA, PCFT, Housing Providers	
Other Council departments (if yes please specify below)	
Children's Social Care, Strategic Housing, Employment services (GOW), Education	
Other (if yes please specify below)	

Benefits to the organisation/staff/customers including performance improvements
The expected benefits are a better experience for young people and their families / carers. It is expected that efficiencies in both process and cost would be created through this proposal: earlier involvement and better planning, means it is less likely that placements will be made out of borough at high cost.

Section C

Key Risks and Mitigations – include any interdependencies

Risk	Mitigation
Both aspects to this proposal will require robust programme management owing to levels of complexity, and number of different departmental and agency involvement	The Strategic Transitions Board workstreams are being established at present and would inform much of this activity. Relevant partners are already members of the Board (subject to further development)
Workforce: recruitment and retention across the sector (adults, children's and provider social care) are fragile and quite challenged in specific areas	ASC workforce strategy in development, Children's Social Care Academy
Provider availability, both support and accommodation provision	Once the scoping exercise has been completed market engagement will take place, further developing the service specifications

Key Development and Delivery Milestones

Milestone	Timeline
Project initiation and plan in place	4 weeks of approval
Scoping and defining of commissioning approach	3-6 months
Market engagement	6-9 months
Service development	9-12 months

Section D

Consultation required?	Yes

	Start	Conclusion
Staff	x	
Trade Union	x	
Public	x	
Service Users	x	
Other		

Equality Impact Screening

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

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

EIA required? (choose YES if any of the above impacts are YES)	**Yes**

Section E

Finance comments
There are two components within this proposal; the first is to establish an integrated Transitions Team comprised of specialist officers from both Children and Adult services, the second is to identify and create care provision for prospective service users to access within the borough. The overall aim is to enhance service user experience and create capacity in Oldham that prevents expensive out of borough placements from occurring. Whilst it is expected existing provision be repurposed in the first instance, there is a likelihood that capital investment may be required to build / redevelop housing provision to create a bespoke care model for young adults. A business case will be required to consider how financially viable such investments are when evaluated against other and likely out of borough alternatives.

Signed RO	Matcliffe
Signed Finance	10 January 2024

Cabinet Member Signature	
Name and Date	Thursday 11th January 2024

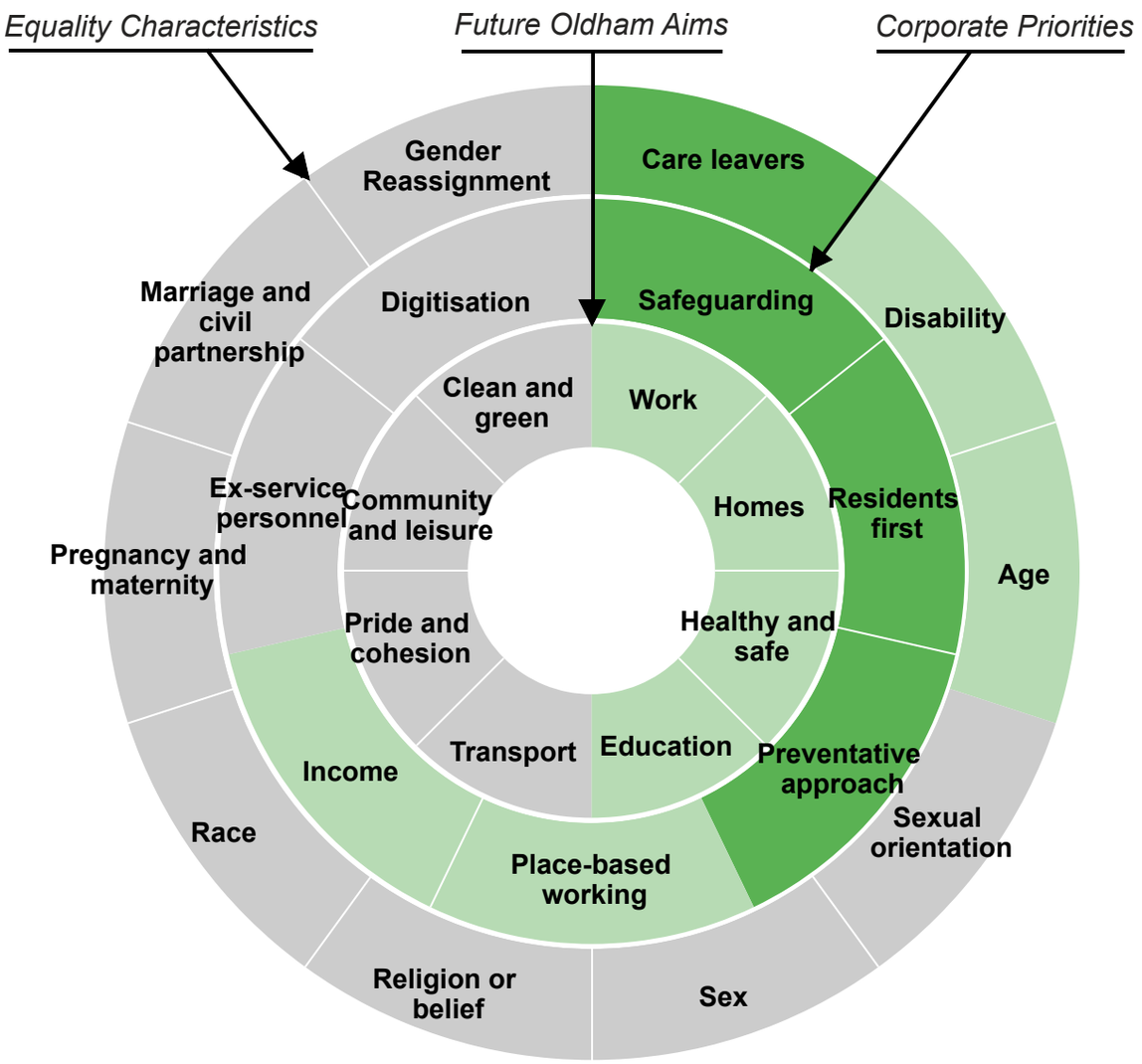
Equality Impact Assessment

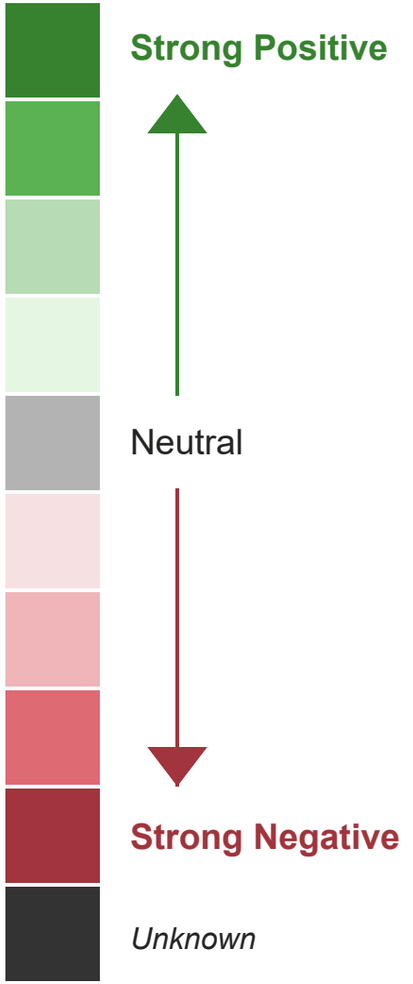
ASC-BR1-717

Transitions

completed/last updated by Charlotte Walker on 10/01/2024

Portfolio	**Health and Social Care**
Directorate	**PPL (People Services)**
Service/Team	**PPL - Adult Social Care**
Is this IA related to a Budget Reduction proposal?	**Yes**





Equality Characteristics

Category	Impact	Likely	Duration	Impact Score	Comment
Gender Reassignment	Neutral	Possible	Short Term	0	
Marriage and civil partnership	Neutral	Possible	Short Term	0	
Pregnancy and maternity	Neutral	Possible	Short Term	0	
Race	Neutral	Possible	Short Term	0	
Religion or belief	Neutral	Possible	Short Term	0	
Sex	Neutral	Possible	Short Term	0	
Sexual orientation	Neutral	Possible	Short Term	0	
Age	Moderate Positive	Possible	Long Term	2	This proposal focusses on young people between the ages of 14 and 25, therefore targetted impact. However, the impact is expected to be positive
Disability	Moderate Positive	Possible	Long Term	2	Targetted focus on young people with additional needs. Expected to be positive owing to planning and support from the proposed service options
Care leavers	Moderate Positive	Very Likely	Long Term	4	Care leavers are included in this proposal as focus is on young people who are open to Social Care from the age of 14 years. Expected to have a positive impact in the longer term as creating support and focus into adulthood, and semi-independent living options, though will take time to establish

Corporate Priorities

Category	Impact	Likely	Duration	Impact Score	Comment
Digitisation	Neutral	Possible	Short Term	0	
Ex-service personnel	Neutral	Possible	Short Term	0	
Income	Moderate Positive	Possible	Long Term	2	The proposal supports better planning, and preparation for adulthood, which includes the financial processes which result in income to the Council from financial assessment processes
Place-based working	Moderate Positive	Possible	Long Term	2	Proposal focusses on supporting our young people to achieve better outcomes into adulthood, in the borough, through access to appropriate semi independence living options, planning ahead, and being part of their local community through employment and education options
Preventative approach	Moderate Positive	Very Likely	Long Term	4	The proposal supports and enables our young people & their families to plan ahead, and prepare for adulthood with support where needed, thus reducing risk of reliance on statutory services in the long term
Residents first	Moderate Positive	Very Likely	Long Term	4	Proposal focusses on supporting our young people to achieve better outcomes into adulthood, and focusses on options to access support where needed, but gaining independence
Safeguarding	Moderate Positive	Very Likely	Long Term	4	Young people with support form existing safeguarding services are supported through this proposal. It is also likely that longer term, the young people will be supported to minimise risks into adulthood

Future Oldham Aims

Category	Impact	Likely	Duration	Impact Score	Comment
Clean and green	Neutral	Possible	Short Term	0	
Community and leisure	Neutral	Possible	Short Term	0	
Pride and cohesion	Neutral	Possible	Short Term	0	
Transport	Neutral	Possible	Short Term	0	
Education	Moderate Positive	Possible	Long Term	2	The proposed service would work closely with education providers in the borough to ensure young people can access appropriate education
Healthy and safe	Moderate Positive	Possible	Long Term	2	By supporting our young people and their families to plan ahead, and acccess support where needed, it is expected that health outcomes will improve and young pople are more likely to remain safe in the borough.
Homes	Moderate Positive	Possible	Long Term	2	The proposal includes consideration of options for semi-independent living, enabling young people to live and work in the borough
Work	Moderate Positive	Possible	Long Term	2	Proposal focusses on supporting our young people to achieve better outcomes into adulthood, in the borough, through access to appropriate semi independence living options, planning ahead, and being part of their local community through employment and education optionscomment required

Negative Impacts

Category	Impact	Likely	Duration	Impact Score	What action can be taken to mitigate the potential negative impacts?	Action(s)	Owner(s)	Timescale(s)	If the negative impacts can't be mitigated, why should the project/decision proceed?

Strong Positive Impacts that are Possible

Category	Impact	Likely	Duration	Impact Score	What action can be taken to increase the likelihood that positive impacts are realised?	Action(s)	Owner(s)	Timescale(s)

Reference:	ASC-BR1-718

Responsible Officer:	Jayne Ratcliffe
Cabinet Member:	Cllr Barbara Brownridge

BR1 - Section A

Portfolio:	**Adult Social Care and Health**
Service Area:	**Adult Social Care**
Budget Reduction Title:	**Assistive Technology**

Budget Reduction Proposal - Detail and Objectives:

This savings proposal focuses on the increased use of Assistive Technology to support people to be independent, healthy, safe, and well in the community.

Additional resources and training will be required to implement this new way of working.

There is a clear ambition within Oldham to use technology to enhance services and quality of life for residents, whilst supporting preventative and strengths-based practice.

A personalised Care Technology service ensures that interventions are tailored to individual strengths, fostering a sense of empowerment and dignity. CT helps residents to live safely and independently, whilst enabling them to access the support they need, when they need it. This subsequently reduces, avoids, or delays the demand for more traditional, costlier, forms of care.

2023/24 Service Budget and Establishment	**£000**
Employees	0
Other Operational Expenses	0
Income	0
Total	0

Current Forecast (under) / overspend	0

Number of posts (Full time equivalent)	-

	2024/25	2025/26	2026/27
Proposed Budget Reduction (£000)	-	(1,000)	-
Proposed Staffing Reductions (FTE)	-	-	-

Is your proposal a 'one-off' in 2024/25 or is it ongoing?	Ongoing

Section B

What impact does the proposal have on the following?

Property
Not applicable
Service Delivery
A different way of commissioning support for people whose care and support needs can be met by utilising care technology as opposed to traditional forms of care.
Future expected outcomes
Increased deflection on traditional care packages and an increase in care technology being utilised.
Organisation
Embedding a new way of working, ensuring staff are suitably trained on commissioned care technology.
Workforce
Training the workforce.
Communities and Service Users
Update service users and the community on care technology.
Children and Young People
Updates to the community including children, families and young people as they transition to adult social care.
Oldham Cares
Considering the use of care technology for jointly funded health and social care packages. Health practitioners to be involved in the staff training.
Other Partner Organisations
Awareness of Oldham Council's target operating model approach and how care technology contributes to this.

Who are the key stakeholders?

Staff	✓
Elected Members	✓
Residents	✓
Local business community	✓
Schools	✓
Trade Unions	✓
External partners (if yes please specify below)	✓
Social care commissioned providers (via ASC)	
Other Council departments (if yes please specify below)	
Other (if yes please specify below)	✓
ICB, NCA to be aware of	

Benefits to the organisation/staff/customers including performance improvements
Sourcing savings

Section C

Key Risks and Mitigations – include any interdependencies

Risk	Mitigation
Ability to invest in equipment, staffing and training	Clear business case and mobilisation programme
Misconception from the public on our use of care technology	Clear communication plan and methods for managing queries (front door and wider).
Staff capacity and ability to drive	Ensuring investment (cost to save)

Key Development and Delivery Milestones

Milestone	Timeline
Mobilisation: • Implementation planning – define roles and responsibilities and secure project resources • Project mobilisation and ways of working agreed	April 2024
Implementation: • Implementation of workstream activities • Regular governance meetings • Service and operating meetings • CT horizon scanning • Development of benefits tracking and reporting • Development and delivery of culture changes and engagement strategy • Develop and deliver learning and development strategy	July 2024
Service go-live and transition: • Continuous refinement of operating processes • Ongoing review and refinement of dashboard • Focused training for priority groups (referrers, prescribers, care arrangers) • Ongoing engagement	April 2025
Governance: • CT Project Steering group • CT Project Board • Council Change Board	April 2024

Section D

Consultation required?	NO

	Start	Conclusion
Staff		
Trade Union		
Public		
Service Users		
Other		

Equality Impact Screening

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

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

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

Section E

Finance comments
The savings target is ambitious but achievable based on comparative data from other local authorities who have committed in establishing an AT strategy.

Signed RO	Whatcliffe

Signed Finance	10 January 2024

Cabinet Member Signature	
Name and Date	Thursday 11th January 2024

Reference:	ASC-BR1-719

Responsible Officer:	Jayne Ratcliffe
Cabinet Member:	Cllr Barbara Brownridge

BR1 - Section A

Portfolio:	**Health & Social Care**
Service Area:	**Adult Social Care**
Budget Reduction Title:	**Operating Model Implementation**

Budget Reduction Proposal - Detail and Objectives:

This proposal focuses on cost avoidance as part of the implementation of the Adult Social Care new Targeted Operating Model (TOM) and is made up of three themes:

- Care Cubed £750k
- Income maximisation £250k
- ASC Target Operating Model (TOM) £250k

Care Cubed

Care Cubed is a secure online tool that brings clarity to the cost of specialist care placements via localised benchmarking information. The tool uses an evidence-based approach to give a clear baseline for care costs. It is used to bring transparency to the cost of care by both care commissioners and by care providers themselves and is currently used in both Adults and Children's Services in many other commissioning authorities (predominantly local authorities).

Once fully implemented the Care Cubed tool will be adopted as a key step in the High Cost panel processes for all Adult Social Care Placements, ensuring that complex packages are purchased at the best price available, achieving value for money for statutory support services.

Income Maximisation

A training programme will be developed internally within existing resources to ensure that operational staff are completing the necessary health care screening tools. This will ensure that individuals' needs are being met while ensuring they are receiving the funding they need to stay independent, healthy, safe and well.

Implement and embed practices ensuring operational front-line staff are working in a strengths-based way to ensure individuals are maximising the health care funding available. This is expected to generate additional income of £250k.

ASC Target Operating Model (TOM)

The TOM will provide a shift in practice, within Adult Social Care, to a system that supports people to do things for themselves, promote prevention, self-help and independence. It will involve having strength-based conversations, and aim to provide support, when it is needed in the home, wider family network or local community.

This proposal focuses on reducing the current levels of contact from individuals to Adult Social Care through the development of information, prevention and self-help provision in order to reduce demand at the ASC primary front-door, ARCC, and ensure residents have access to appropriate information relating to all aspects of adult social care when they need it.

The proposal includes the need for some investment in order to develop the information, prevention and self-help provision, primarily two Information and Engagement Officers to enable a specific focus on this element of the TOM. Currently much of the work that relates to this area, for example, the ASC web pages is distributed across the whole of ASC and results in significant challenges in maintaining and writing new information.

The budget reduction proposal is based on reducing contacts to ASC front-door and subsequently the number of people requiring long-term services which requires increasing the focus and investment in information, prevention and self-help elements that form Level 1 of the TOM.

Through the improved availability of information, prevention and engagement and the use of strength-based approaches and increased throughput to reablement services, we are projecting a reduction in the number of people requiring long-term services. Based on the current ASC front-door information we expect this to reduce demand for community based services by approximately 8%. Using an average cost for services we expect a budget reduction of £250,000 to be achievable in 2024-25 and a budget reduction of £500,000 in 2025-26.

2023/24 Service Budget and Establishment	**£000**
Employees	0
Other Operational Expenses	89,493
Income	(38,610)
Total	50,883

Current Forecast (under) / overspend	1,019

Number of posts (Full time equivalent)	

	2024/25	**2025/26**	**2026/27**
Proposed Budget Reduction (£000)	(1,250)	(500)	-
Proposed Staffing Reductions (FTE)	-	-	-

Is your proposal a 'one-off' in 2024/25 or is it ongoing?	Ongoing

Section B

What impact does the proposal have on the following?

Property
Not applicable

Service Delivery
Improvements to key processes and embedding of training for staff to ensure health care funding is maximised. Supports the implementation of the new ASC Target Operating Model by focusing on Level 1 Prevention and Self-Help.
Future expected outcomes
It is anticipated that the cost avoidance is likely to be higher in initial implementation. There is a risk that where there is a very specialist provision which is scarce the ability to negotiate down costs may be limited. Increase in the value and or number of cases attracting health care funding. Reduction in the number of people requiring specialist support Increased independence of people currently receiving specialist support services Reduction in the number of people contacting Adult Social Care directly as awareness of other support increases Improved outcomes for residents specifically in relation to maintaining independence.
Organisation
Processes will change to accommodate use of Care Cubed. Following training and feedback on the current screening tools and internal processes a development and improvement plan will be put in place to ensure income is maximised. Increased reputation as leaders in the provision of innovative ASC support Increased engagement with residents in relation to Adult Social Care and associated areas improving resident focus Improved links with local health and voluntary and community sector partners Achieves statutory requirement under the Care Act 2014 to provide information and advice
Workforce
There will be no impact in terms of the numbers of staff required, it will become part of new processes for existing staff. More rapid implementation of the TOM Clarity of roles and ability to focus on specific roles Development of strength-based and early intervention
Communities and Service Users
There should not be an impact on service users where the contract price is driven down. Contract and Quality assurance remains in place for oversight. Improved customer journey with funding maximised for individuals. Improved access to information and early intervention services Increased awareness of availability of information, prevention, and self-help focused services Increased involvement and engagement in development and review of support

Children and Young People
The care cubed tool will be used within Adult Social Care for young people transitioning into adulthood. Children's Services are involved in this roll out and training taking place in January.
Oldham Cares
The Care Cubed tool is to be utilised on high cost packages, which predominantly are joint funded between health and social care. Any cost reduction negotiated will impact the total cost of the package.
Other Partner Organisations
It will impact the fees paid to social care providers. It should be noted the link to concerns around financial sustainability of the care sector at this time, particular the residential care sector. This may impact this further or may prevent us achieving the levels of cost avoidance anticipated. Improved service provision Increased involvement in service development and delivery

Who are the key stakeholders?

Staff	✓
Elected Members	✓
Residents	✓
Local business community	✓
Schools	
Trade Unions	✓
External partners (if yes please specify below)	✓
ICB, GM and Oldham Locality	
Other Council departments (if yes please specify below)	✓
Children's Social Care; Housing; Public Health	
Other (if yes please specify below)	

Benefits to the organisation/staff/customers including performance improvements
See outlined impacts

Section C

Key Risks and Mitigations – include any interdependencies

Risk	Mitigation
Impact on ability to place complex packages of care	Clear understanding that if costs cannot be avoided and this is the only provision available then placements will still need to be agreed – through the high cost panel process.
Impact on an already fragile care sector due to inability to attract and retain staff	To continue to work closely with the care sector and update the market position statement as circumstances within the care market change
Investment in Level 1 not agreed results in increased time to deliver requirement and unable to recruit	Identify priority areas and extend timeline
Residents continue to rely on contacting the local authority directly	Increase awareness of the availability of information and alternative support. Develop partnerships with districts, libraries, community sector etc
Strength-based approach (SBA) implementation delayed	Prepare Level 1 service to be able to be SBA ready

Key Development and Delivery Milestones

Care Cubed

Milestone	Timeline
Impact on ability to place complex packages of care	Clear understanding that if costs cannot be avoided and this is the only provision available then placements will still need to be agreed – through the high cost panel process.
Impact on an already fragile care sector	To continue to work closely with the care sector

Income Maximisation

Milestone	Timeline
Develop and deliver training to operational staff	Embedded in advance of April 2024

ASC Target Operating Model (TOM)

Milestone	Timeline
Plan implementation of Level 1 requirements focusing on information and engagement	April 2024
Launch new information and engagement service – web and other channels and resident engagement	July 2024
Review of progress and programme adjustments ahead of Year 2 implementation	December 2024
Implementation of Year 2 programme	April 2025

Section D

Consultation required?	No

	Start	Conclusion
Staff		
Trade Union		
Public		
Service Users		
Other		

Equality Impact Screening

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

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

EIA required? (choose YES if any of the above impacts are YES)	**No**

Section E

Finance comments
Investment has been made into purchasing Care Cubed in the 2023/24 financial year. The key to delivering the savings proposal of £750k is having a clear approach of how best to utilise the tool. Whilst it is expected to mostly avoid excessive costs from being incurred, there are opportunities to review existing high-cost placements with Operational staff & Commissioners working alongside providers to ensure care is being delivered safely and effectively while delivering value for money. Income maximisation of £250k is centred on ensuring residents with continuing health needs are appropriately and rigorously screened during Council and NHS assessments. Accelerating implementation of the Target Operating Model will achieve savings once the culture shift has been made and changes to working practices have been embedded. If this change is not successful or delivered at the required pace, suitable deflections will not be made at the front door and the ability to make savings impacted.

Signed RO	
Signed Finance	10 January 2024

Cabinet Member Signature	
Name and Date	Thursday 11th January 2024

Reference:	PHT-BR1-720

Responsible Officer:	Rebecca Fletcher
Cabinet Member:	Cllr B Brownridge

BR1 - Section A

Portfolio:	Health and Social Care
Service Area:	Public Health
Budget Reduction Title:	Reduce funding for sexual health provision

Budget Reduction Proposal - Detail and Objectives:

There is a high human, as well as economic, cost associated with sexual ill health. Sexually Transmitted Infections (STIs) and their complications, unintended pregnancies and terminations of pregnancies all carry high burdens of physical and psychological consequences, which can widen inequalities. LAs are mandated to commission open access contraception and sexual health services.

Oldham has high rates of teenage pregnancy, abortion rates and STI rates. Ensuring good access to sexual health services contributes to several key public health outcomes including reducing STIs, reducing unwanted pregnancies, and reducing repeat abortions.

The Council's statutory responsibilities for public health services includes (but is not limited to) open access to sexual health services for advice, prevention and promotion, including contraception services for the benefit of all persons of all ages who present in their area. Sexual ill health and wellbeing is strongly linked to deprivation and health inequalities and presents a significant cost to society as well as to the individual.

The proposal is to reduce the funding allocated to sexual health provision by reducing the amount allocated elements where we currently pay on an activity basis – the total proposed saving would be £39k p.a.

- Reduce budget for Community Pharmacy Emergency Hormonal Contraception (EHC) by £10K (leaving a total of £26K)

Community pharmacies offer an accessible route for provision of sexual health services due to long opening hours and ease of access. Provision of sexual health services via community pharmacy also enables people from communities where there is stigma around accessing sexual health services to access provision in a way that may not be possible where they required to attend a sexual health clinic or their GP.
Pharmacies receive payment by results, with a defined unit price per activity. There is also now an online offer for EHC via the Integrated Sexual Health Service, as well as EHC being available via appointments and 'click and collect' following online/telephone consultation

- Reduce budget for Formula Milk Scheme for babies born to women living with HIV by £3K (leaving a total of £3k)

In the UK and other high-income countries, the safest way to feed infants born to women with HIV is with formula milk, as there is on-going risk of HIV exposure after birth. The British HIV Association therefore recommends that women living with HIV feed their babies with formula milk. We currently fund a scheme for the provision of free formula milk for babies born to women living with HIV who are residents of Oldham. This is on a spot purchase basis and includes the supply of a steriliser starter kit, 12 months' supply of formula milk and appropriate and ongoing HIV and Infant Feeding support. The cost of provision is approx. £800 per mother and infant accessing the scheme.

- Reduce budget for Out of Area GUM/CASH recharges by £26K (leaving a total of £78K)

Local authority commissioned sexual health services are required to be open access, so people can choose where they attend, anywhere in the country. Many people choose out of borough services but most people in Greater Manchester (GM) attend services within GM. For sexual health services, the authority where the individual is resident is required to pay for service use wherever that is.

2023/24 Service Budget and Establishment	**£000**
Employees	-
Other Operational Expenses	2,113
Income	(115)
Total	1,998

Current Forecast (under) / overspend	(35)

Number of posts (Full time equivalent)	-

	2024/25	**2025/26**	**2026/27**
Proposed Budget Reduction (£000)	(39)		
Proposed Staffing Reductions (FTE)	0		

Is your proposal a 'one-off' in 2024/25 or is it ongoing?	Ongoing

Section B

What impact does the proposal have on the following?

Property
None
Service Delivery
Any efficiencies have been created by readjusting financial arrangements to meet current service demand and have been able to be made as a result of previous negotiations and service design to make spend and provision more effective rather than reducing or stopping any services.
Future expected outcomes
It is not anticipated that there will be any negative impact on outcomes as service provision and resident experience should not be affected.
Organisation
Sexual Health services across the country are open access – this means if residents can't access the local offer they could attend a service in another area. Oldham would then be invoiced for the cost of the service received from the out of area local authority. Any loss of access would therefore mean we are paying twice – once for the core service and again (at a higher rate) from the out of area local authority.
Workforce
None

Communities and Service Users
Service Users should not experience any changes to their ability to access sexual health services – all services will still be provided to the same quality and capacity. All activity is paid for on an activity basis and we are mandated to fund the provision for our residents.
Children and Young People
Young people will still be able to access the services in the same way they have been able to previously.
Oldham Cares
None
Other Partner Organisations
Integrated Sexual Health Service Young People's Sexual Health and Substance Misuse Service GM Sexual Health Improvement Programme Other LA SH Commissioners

Who are the key stakeholders?

Staff	
Elected Members	
Residents	**Yes**
Local business community	
Schools	
Trade Unions	
External partners (if yes please specify below)	**Yes**
HCRG Care Group **Early Break** **George House Trust** **Other LA Sexual Health Commissioners**	
Other Council departments (if yes please specify below)	
Other (if yes please specify below)	

Benefits to the organisation/staff/customers including performance improvements
A £0.039m contribution to the 2024/25 budget gap.

Section C

Key Risks and Mitigations – include any interdependencies

Risk	Mitigation
Risk of increasing unwanted pregnancies due to reduction in access to Emergency Hormonal Contraception.	Commissioners would continue to work with community pharmacies to ensure there is sufficient provision and coverage to offer EHC. There is also EHC provision available via the Integrated Sexual Health Service (online/postal, click and collect and in clinic) and Young People's Sexual Health Service.
Risk that there is an increase in demand for formula milk for mothers with HIV, which we cannot meet. This would potentially increase the risk of mother to child transmission of HIV.	Our current SLA allows that we have advance notice, where possible, that provision is needed. We would work with the provider to monitor demand and spend to ensure provision is available.
The reduction in the budget for Out of Area recharges could mean that there is not enough money in the budget to cover the actual recharges. We are statutorily required to cover these.	We would work with in-borough commissioned services to ensure that the local service offer is accessible, attractive and sufficient to mean that as many local people access local provision where possible to reduce the possibility of residents accessing sexual health services elsewhere. We would continue to monitor spend in year and would explore options to adjust spend on local sexual health service provisions, where appropriate, to off-set this cost pressure.

Key Development and Delivery Milestones

Milestone	Timeline
Implement budget reductions	1 April 2024
Monitor activity and spend against revised budgets (monthly/quarterly basis)	From 1 April 2024 – 31 March 2025

Section D

Consultation required?	NO

	Start	Conclusion
Staff		
Trade Union		
Public		
Service Users		
Other		

Equality Impact Screening

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

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

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

Section E

Finance comments
A small reduction across various Sexual Health budgets will realise a budget saving of £39k per annum from 2024/25.

Signed RO	09 January 2024

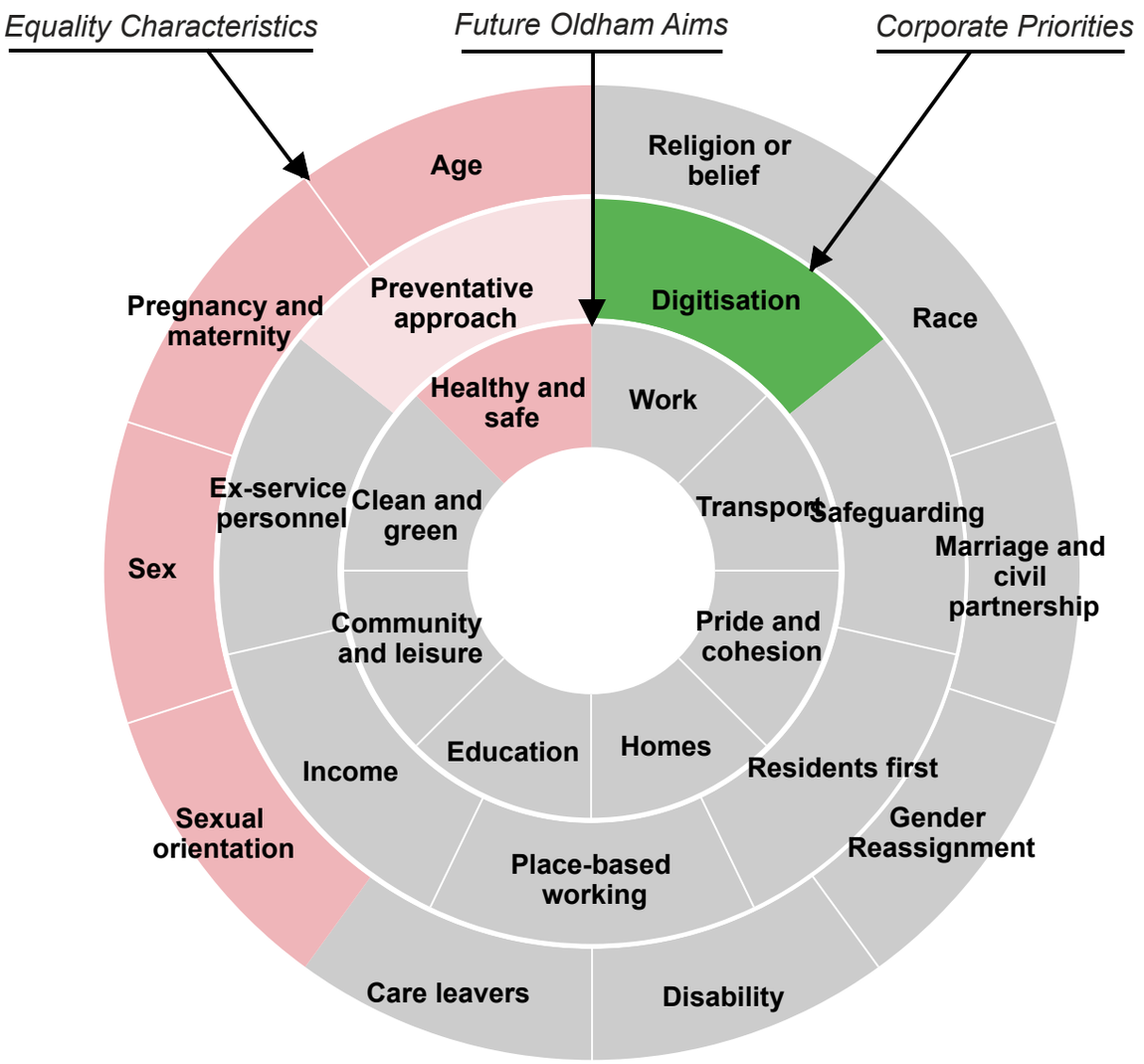
Signed Finance	10 January 2024

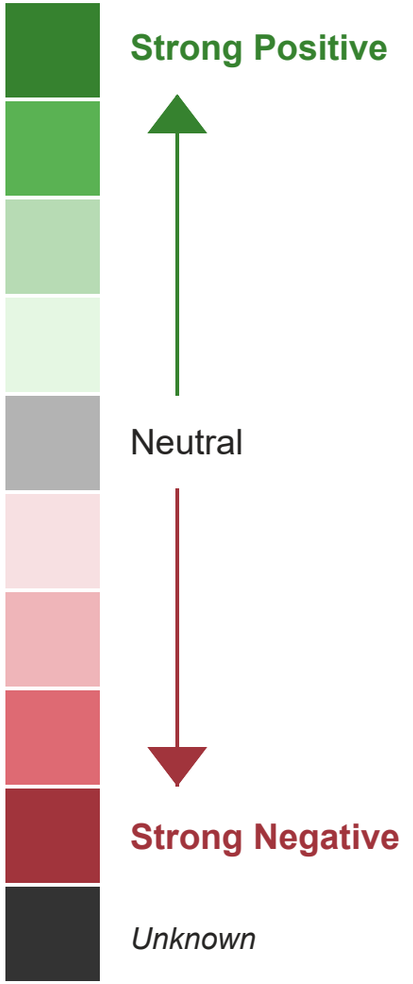
Cabinet Member Signature	
Name and Date	Cllr B Brownridge 16 January 2024

Budget Reduction - Sexual Health Services

completed/last updated by Andrea Entwistle on 11/01/2024

Portfolio	**Health and Social Care**
Directorate	**PPL (People Services)**
Service/Team	**PPL - Public Health**
Is this IA related to a Budget Reduction proposal?	**Yes**





Equality Characteristics

Category	Impact	Likely	Duration	Impact Score	Comment
Age	Moderate Negative	Possible	Long Term	-2	Women of child bearing age may who need to access Emergency Hormonal Contraception or Formula Milk (if they are living with HIV) may be impacted due to a reduction in available budget. Young people will still be able to access services in the same way
Pregnancy and maternity	Moderate Negative	Possible	Long Term	-2	Risk of increasing unwanted pregnancies due to reduction in access to Emergency Hormonal Contraception.
Sex	Moderate Negative	Possible	Long Term	-2	Reduced access for women/people who can get pregnant to be able to access Emergency Hormonal Contraception via community pharmacy.
Sexual orientation	Moderate Negative	Possible	Long Term	-2	Change to arrangements for payment for out of area sexual health services, including HIV Pre-Exposure Prophylaxis, which is primarily accessed by Men who have sex with Men/ However, provision should not change - service users would still be able to access locally and we would continue to cover costs if they access elsewhere so they should not experience significant change to their ability to access sexual health services
Care leavers	Neutral	Possible	Short Term	0	
Disability	Neutral	Possible	Short Term	0	
Gender Reassignment	Neutral	Possible	Short Term	0	
Marriage and civil partnership	Neutral	Possible	Short Term	0	
Race	Neutral	Possible	Short Term	0	
Religion or belief	Neutral	Possible	Short Term	0	

Corporate Priorities

Category	Impact	Likely	Duration	Impact Score	Comment
Preventative approach	Moderate Negative	Possible	Short Term	-1	Potential reduction in access to EHC via community pharmacy could result in increased risk of unintended conceptions and increased number of abortions. Work needed to ensure that the other offers available are effectively communicated
Ex-service personnel	Neutral	Possible	Short Term	0	
Income	Neutral	Possible	Short Term	0	
Place-based working	Neutral	Possible	Short Term	0	
Residents first	Neutral	Possible	Short Term	0	
Safeguarding	Neutral	Possible	Short Term	0	
Digitisation	Moderate Positive	Very Likely	Long Term	4	More people will be able to access EHC and PrEP online

Future Oldham Aims

Category	Impact	Likely	Duration	Impact Score	Comment
Healthy and safe	Moderate Negative	Possible	Long Term	-2	Reduction in provision of EHC via community pharmacy could lead to increased number of unintended conceptions and abortions
Clean and green	Neutral	Possible	Short Term	0	
Community and leisure	Neutral	Possible	Short Term	0	
Education	Neutral	Possible	Short Term	0	
Homes	Neutral	Possible	Short Term	0	
Pride and cohesion	Neutral	Possible	Short Term	0	
Transport	Neutral	Possible	Short Term	0	
Work	Neutral	Possible	Short Term	0	

Negative Impacts (1 of 2)

Category	Impact	Likely	Duration	Impact Score	What action can be taken to mitigate the potential negative impacts?	Action(s)	Owner(s)	Timescale(s)	If the negative impacts can't be mitigated, why should the project/decision proceed?
Age	Moderate Negative	Possible	Long Term	-2	Commissioners would continue to work with community pharmacies to ensure there is sufficient provision and coverage to offer EHC. There is also EHC provision available via the Integrated Sexual Health Service (online/postal, click and collect and in clinic) and Young People's Sexual Health Service.	Communicate alternative provision effectively and ensure commissioned services are accessible	Rebecca Fletcher	Ongoing	
Healthy and safe	Moderate Negative	Possible	Long Term	-2	Commissioners would continue to work with community pharmacies to ensure there is sufficient provision and coverage to offer EHC. There is also EHC provision available via the Integrated Sexual Health Service (online/postal, click and collect and in clinic) and Young People's Sexual Health Service.	Communicate alternative provision effectively and ensure commissioned services are accessible	Rebecca Fletcher	Ongoing	
Pregnancy and maternity	Moderate Negative	Possible	Long Term	-2	Commissioners would continue to work with community pharmacies to ensure there is sufficient provision and coverage to offer EHC. There is also EHC provision available via the Integrated Sexual Health Service (online/postal, click and collect and in clinic) and Young People's Sexual Health Service.	Communicate alternative provision effectively and ensure commissioned services are accessible	Rebecca Fletcher	Ongoing	
Preventative approach	Moderate Negative	Possible	Short Term	-1	Commissioners would continue to work with community pharmacies to ensure there is sufficient provision and coverage to offer EHC. There is also EHC provision available via the Integrated Sexual Health Service (online/postal, click and collect and in clinic) and Young People's Sexual Health Service.	Communicate alternative provision effectively and ensure commissioned services are accessible	Rebecca Fletcher	Ongoing	

Negative Impacts (2 of 2)

Category	Impact	Likely	Duration	Impact Score	What action can be taken to mitigate the potential negative impacts?	Action(s)	Owner(s)	Timescale(s)	If the negative impacts can't be mitigated, why should the project/decision proceed?
Sex	Moderate Negative	Possible	Long Term	-2	Commissioners would continue to work with community pharmacies to ensure there is sufficient provision and coverage to offer EHC. There is also EHC provision available via the Integrated Sexual Health Service (online/postal, click and collect and in clinic) and Young People's Sexual Health Service.	Communicate alternative provision effectively and ensure commissioned services are accessible	Rebecca Fletcher	Ongoing	
Sexual orientation	Moderate Negative	Possible	Long Term	-2	The reduction in the budget for Out of Area recharges could mean that there is not enough money in the budget to cover the actual recharges. We are statutorily required to cover these.	We would work with in-borough commissioned services to ensure that the local service offer is accessible, attractive and sufficient to mean that as many local people access local provision where possible to reduce the possibility of residents accessing sexual health services elsewhere. We would continue to monitor spend in year and would explore options to adjust spend on local sexual health service provisions, where appropriate, to off-set this cost pressure.	Rebecca Fletcher	Ongoing	

Strong Positive Impacts that are Possible

Category	Impact	Likely	Duration	Impact Score	What action can be taken to increase the likelihood that positive impacts are realised?	Action(s)	Owner(s)	Timescale(s)

Reference:	PHT-BR1-721

Responsible Officer:	Rebecca Fletcher
Cabinet Member:	Cllr Brownridge

BR1 - Section A

Portfolio:	Adult Social Care and Public Health
Service Area:	Public Health
Budget Reduction Title:	Public Health Team

Budget Reduction Proposal - Detail and Objectives:

The public health team is well established within the Council, with good working relationships across teams within the Council and with wider public sector organisations. There are posts within the team which require professional registration and specific qualifications and deliver elements of the Council's statutory public health functions. These roles include the DPH, Consultant roles, and nursing roles.

All members of the public health team work together, with partners, and our commissioned services, to prevent illness, and disease, and impact upon the biggest drivers of poor health. The team focuses on delivering our core public health functions, reducing the risk factors that most impact on healthy life expectancy and preventing ill-health.

The proposal is to reduce core funding for the team and public health campaigns.

2023/24 Service Budget and Establishment	£000
Employees	924
Other Operational Expenses	219
Income	(55)
Total	1,088

Current Forecast (under) / overspend	(263)

Number of posts (Full time equivalent)	14

	2024/25	2025/26	2026/27
Proposed Budget Reduction (£000)	(61)		
Proposed Staffing Reductions (FTE)	0.4		

Is your proposal a 'one-off' in 2024/25 or is it ongoing?	ongoing

Section B

What impact does the proposal have on the following?

Property
Nil
Service Delivery
Reduced public health capacity will increase overall team workload and could decrease team capacity to respond to public health incidents. This may have a negative impact on the provision of public health advice and guidance. Capacity in the public health team in terms of expertise and knowledge could be affected through a reduction in training and development. There may be a risk in recruiting to the team in the future due to a less attractive learning-based culture.
Future expected outcomes
Reduction of funding available for emerging or seasonal public health concerns could impact on our ability to respond to these issues. This funding includes communications around seasonal flu vaccination campaigns.
Organisation
Potential impact on organisational capacity to effectively respond to public health challenges and emergencies.
Workforce
Reducing capacity and training and development opportunities may cause increased strain on existing staff and resources and have impacts on morale and productivity.
Communities and Service Users
A reduction in public health capacity, training, and development could have impacts on the agility, preparedness, and responsiveness of the team in responding to public health incidents.
Children and Young People
N/a
Oldham Cares
Potential impact on collaborative efforts in addressing health issues that rely on shared resources and expertise.
Other Partner Organisations
Reduced capacity in meeting shared goals and objectives.

Who are the key stakeholders?

Staff	**X**
Elected Members	
Residents	
Local business community	
Schools	
Trade Unions	
External partners (if yes please specify below)	
Other Council departments (if yes please specify below)	
Other (if yes please specify below)	

Benefits to the organisation/staff/customers including performance improvements
A £0.061m contribution to the 2024/25 budget gap.

Section C

Key Risks and Mitigations – include any interdependencies

Risk	Mitigation
Diminished ability to address new and emerging public health challenges	Maximise external training opportunities through partnerships with other organisations. Internal mentorship and knowledge-sharing to facilitate ongoing learning and development among team members. Leveraging online training resources and webinars to supplement reduced formal training opportunities.
Increased team workload and decreased capacity to respond to public health incidents and deliver quality public health advice and guidance.	Redistribution of responsibilities and workload among existing staff members to minimise the impact of reduced consultant capacity. Prioritisation of critical public health issues that require consultant input, and maximising team efficiency. The team has been working well at reduced capacity for three years using this approach.

Key Development and Delivery Milestones

Milestone	Timeline

Section D

Consultation required?	TBC

	Start	Conclusion
Staff		
Trade Union		
Public		
Service Users		
Other		

Equality Impact Screening

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

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

EIA required? (choose YES if any of the above impacts are YES)	No

Section E

Finance comments
This proposal will realise a budget saving of £61k from 2024/25 and includes the deletion of a 0.4 FTE vacant post.

Signed RO	09 January 2024

Signed Finance	09 January 2024

Cabinet Member Signature	
Name and Date	Cllr B Brownridge 16 January 2024

Cllr Mushtaq

Deputy Leader and Cabinet Member for Children and Young People

Oldham Council

BR1 - Section A

Reference:	**CHS-BR1-706**

Responsible Officer:	**Leanne Cooper Sheila Garara**
Cabinet Member:	**Cllr Shaid Mushtaq**

Portfolio:	**Children and Young People Portfolio**
Service Area:	**Fieldwork and Family Support**
Budget Reduction Title:	**Social Work and Children's Services Integration**

Budget Reduction Proposal - Detail and Objectives:

To review the structures and ways of working within the Field work and Family Support Service, focusing on reduction in the use of agency staff and a review of currently vacant posts.

2023/24 Service Budget and Establishment	**£000**
Employees	14,122
Other Operational Expenses	3,623
Income	(292)
Total	17,453

Current Forecast (under) / overspend	2,973

Number of posts (Full time equivalent)	172.93

	2024/25	**2025/26**	**2026/27**
Proposed Budget Reduction (£000)	(424)	(596)	
Proposed Staffing Reductions (FTE)	12	8	

Is your proposal a 'one-off' in 2024/25 or is it ongoing?	On going

Section B

What impact does the proposal have on the following?

Property
None
Service Delivery
A full review of roles, capacity and ways of working would be undertaken across the Fieldwork and Family Support service. This would focus on reviewing current use of agency cover and the need to recruit to currently vacant posts. Any reduction in social work posts or in management capacity including removal of agency cover would need to be carefully considered to ensure reasonable and safe caseloads and suitable levels of oversight across the social work teams. An approach would be taken to carefully map any future impact based on predicted demand as part of a full consultation process. Increased caseloads will reduce the amount of time practitioners have to work with children and families to undertake timely assessments of a good quality and to provide good quality intervention.
Future expected outcomes
Over time if demand on statutory social work reduces through more earlier support, the likely impact of reduced workforce capacity would be reduced.
Organisation
Any changes would have to consider the impact on service quality, caseloads and on the outcome of any regulatory ILACS inspection.
Workforce
Reductions in workforce could have a detrimental impact on staff wellbeing and the remaining staff work life balance given the likely increase in expectations to work, and for social work staff an increased number of children and families.
Communities and Service Users
The impact of reducing the required number of posts to achieve the necessary savings could be visible to communities and service users through reduction in quality of service delivered to our most vulnerable residents.
Children and Young People
The impact outlined above sets out the likely implications of reducing the workforce and the impact this will have on the increased workload of all remaining staff. The reduction in the workforce could impact on the services capacity to deliver the corporate and directorate strategic priorities for service improvement and transformational change.
Oldham Cares
None
Other Partner Organisations
Expectations on partners may increase as they will be asked to deliver more regarding intervention to children, young people and families in Oldham.

Who are the key stakeholders?

Staff	**X**
Elected Members	**X**
Residents	**X**
Local business community	
Schools	**X**
Trade Unions	**X**
External partners (if yes please specify below)	**X**
Health and Police partners	
Other Council departments (if yes please specify below)	
Other (if yes please specify below)	

Benefits to the organisation/staff/customers including performance improvements
In implementing the proposals, the organisation will benefit in achieving the required budget savings.

Section C

Key Risks and Mitigations – include any interdependencies

Risk	**Mitigation**
Any reduction in social work staff could increase caseloads for experienced social workers and could reduce the availability of practitioners to work in a meaningful way with children, young people and families.	Demand reduction of referrals into children's social care through more earlier help being provided for families.
Any reduction in management capacity yor business support could reduce the services ability to deliver the required strategic improvements outlined in the children and young people plan and corporate plan at pace and reduces our readiness and delivery of regulatory inspections.	Re-prioritise objectives and tasks across the service based on reduced management capacity.

Key Development and Delivery Milestones

Milestone	Timeline
There would need to be a phased implementation plan in place to safely reduce staffing across the service.	Phased throughout
A full large scale restructure and consultation will need to take place with HR, Trade Unions, and staff impacted by the proposals.	6 month/s

Section D

Consultation required?	**Yes - TBC**

	Start	Conclusion
Staff		
Trade Union		
Public		
Service Users		
Other		

Equality Impact Screening

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

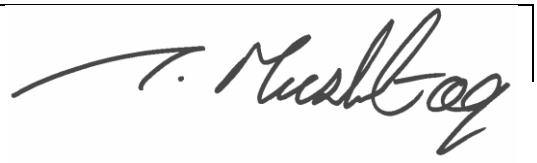
Disabled people	**No**
Particular Ethnic Groups	**No**
Men or Women (including impacts due to pregnancy / maternity)	**No**
People who are married or in a civil partnership	**No**
People of particular sexual orientation	**No**
People who are proposing to undergo, undergoing or have undergone a process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

EIA required? (choose YES if any of the above impacts are YES)	**Yes**

Section E

Finance comments
The service has identified indicative budget reductions totalling £1.020m (£0.424m 2024/25 & £0.596m 2025/26). The detail is included within the document and deliverability will be monitoring throughout 2024/25 financial year.

Signed RO	09 January 2024
Signed Finance	09 January 2024

Cabinet Member Signature	
Date	17 January 2024

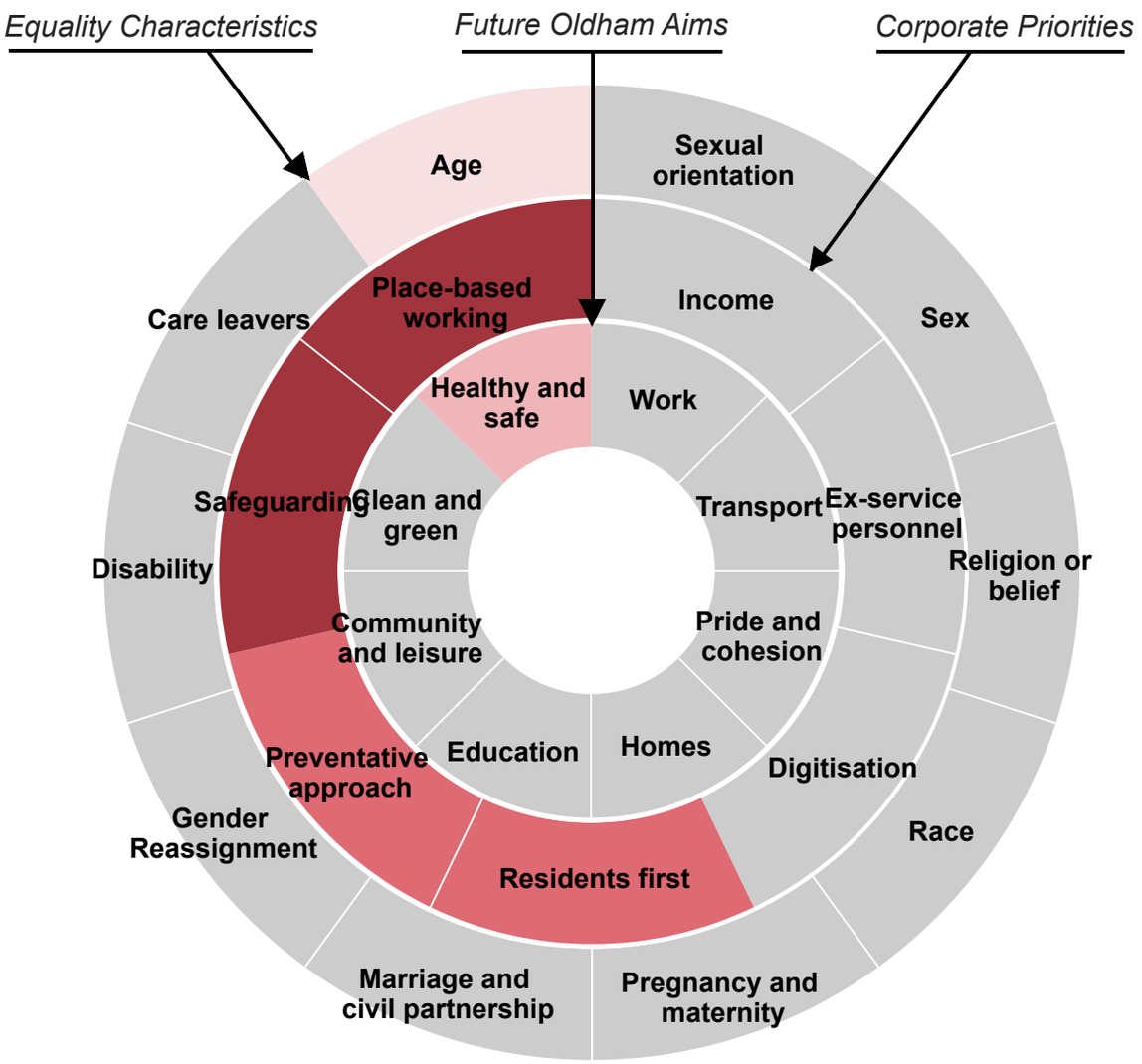
Equality Impact Assessment

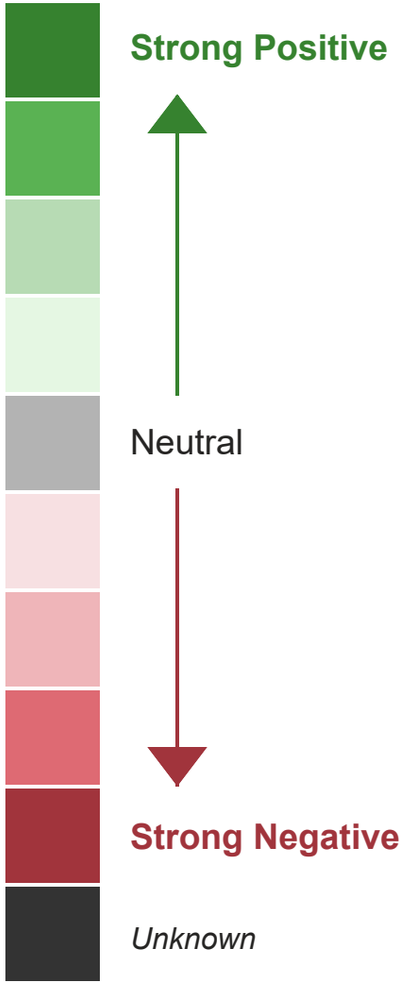
CHS-BR1-706

Budget reduction proposals

completed/last updated by Leanne Cooper on 10/01/2024

Portfolio
Children and Young People
Directorate
PPL (People Services)
Service/Team
PPL - Children's Social Care
Is this IA related to a Budget Reduction proposal? **Yes**





Comment on No Positives in whole IA
No Positive impact in whole IA - comment required

Equality Characteristics

Category	Impact	Likely	Duration	Impact Score	Comment
Age	Moderate Negative	Possible	Short Term	-1	Children and young people will be affected in regard to the timeliness and quality of social work intervention should the suggested two frontline servcies be removed from the establishment
Care leavers	Neutral	Possible	Short Term	0	
Disability	Neutral	Possible	Short Term	0	
Gender Reassignment	Neutral	Possible	Short Term	0	
Marriage and civil partnership	Neutral	Possible	Short Term	0	
Pregnancy and maternity	Neutral	Possible	Short Term	0	
Race	Neutral	Possible	Short Term	0	
Religion or belief	Neutral	Possible	Short Term	0	
Sex	Neutral	Possible	Short Term	0	
Sexual orientation	Neutral	Possible	Short Term	0	

Corporate Priorities

Category	Impact	Likely	Duration	Impact Score	Comment
Place-based working	Strong Negative	Very Likely	Long Term	-8	There will be greater expectation of partners across our communities to deliver more place based intervention. This will be challenging given they currently report they do not have capacity to fulfil this request. The service is currently receiving an increase in contacts for this reason.
Safeguarding	Strong Negative	Very Likely	Long Term	-8	To reduce the establishment of the assessment and intervention service by a second social work team in 2025/26, will increase the average caseload to 20 children per worker. To protect newly qualified social workers and senior practitioner caseloads of 10, unless there is a demand reduction via early help partners, the average caseload predicted would be over 30 which is considered significantly unsafe and risks the progress of quality practice improvements which would be affected and could regress.
Preventative approach	Moderate Negative	Very Likely	Long Term	-4	There will be greater expectation of partners across our communities to deliver more place based intervention. This will be challenging given they currently report they do not have capacity to fulfil this request. The service is currently receiving an increase in contacts for this reason.
Residents first	Moderate Negative	Very Likely	Long Term	-4	To reduce the establishment of the assessment and intervention service by a second social work team in 2025/26, will increase the average caseload to 20 children per worker. To protect newly qualified social workers and senior practitioner caseloads of 10, unless there is a demand reduction via early help partners, the average caseload predicted would be over 30 which is considered significantly unsafe and risks the progress of quality practice improvements which would be affected and could regress.
Digitisation	Neutral	Possible	Long Term	0	
Ex-service personnel	Neutral	Possible	Short Term	0	
Income	Neutral	Possible	Short Term	0	

Future Oldham Aims

Category	Impact	Likely	Duration	Impact Score	Comment
Healthy and safe	Moderate Negative	Possible	Long Term	-2	There will be greater expectation of partners across our communities to deliver more place based intervention. This will be challenging given they currently report they do not have capacity to fulfil this request. The service is currently receiving an increase in contacts for this reason. Reduced preventative offers will impact on the health and wellbeing of children and young people
Clean and green	Neutral	Possible	Short Term	0	
Community and leisure	Neutral	Possible	Short Term	0	
Education	Neutral	Possible	Short Term	0	
Homes	Neutral	Possible	Short Term	0	
Pride and cohesion	Neutral	Possible	Short Term	0	
Transport	Neutral	Possible	Short Term	0	
Work	Neutral	Possible	Short Term	0	

Negative Impacts

Category	Impact	Likely	Duration	Impact Score	What action can be taken to mitigate the potential negative impacts?	Action(s)	Owner(s)	Timescale(s)	If the negative impacts can't be mitigated, why should the project/decision proceed?
Place-based working	Strong Negative	Very Likely	Long Term	-8					
Safeguarding	Strong Negative	Very Likely	Long Term	-8					
Preventative approach	Moderate Negative	Very Likely	Long Term	-4					
Residents first	Moderate Negative	Very Likely	Long Term	-4					
Healthy and safe	Moderate Negative	Possible	Long Term	-2					
Age	Moderate Negative	Possible	Short Term	-1	The service will continue to ensure only the right children and families are progressed through for a statutory assessment. Partner agencies will be expected to complete earlier preventative intervention to families in order to reduce the demand for children servcies	Strengthen operating principles for the duty and advice servcie	Leanne Cooper	01/04/2024	I am of the view that the removal of one social work frontline team is achieveable. The removal of the second will create significant pressures and increase caseloads which will prevent meaningful assessment and intervention, resulting in a likely increase in re-referrals into the service. In doing so, this will create vulnerability in the system and for all future inspections,

Strong Positive Impacts that are Possible

Category	Impact	Likely	Duration	Impact Score	What action can be taken to increase the likelihood that positive impacts are realised?	Action(s)	Owner(s)	Timescale(s)

Reference:	CHS-BR1-707

Responsible Officer:	Tony Decrop
Cabinet Member:	Cllr Shaid Mushtaq

BR1 - Section A

Portfolio:	**Children and Young People**
Service Area:	**Children's Safeguarding**
Budget Reduction Title:	**Children's Safeguarding**

Budget Reduction Proposal - Detail and Objectives:
Review structures and ways of working in the safeguarding team.

2023/24 Service Budget and Establishment	**£000**
Employees	3,806
Other Operational Expenses	349
Income	(312)
Total	3,843

Current Forecast (under) / overspend	(154)

Number of posts (Full time equivalent)	38.2

	2024/25	**2025/26**	**2026/27**
Proposed Budget Reduction (£000)	(51)	(44)	
Proposed Staffing Reductions (FTE)	1	1	

Is your proposal a 'one-off' in 2024/25 or is it ongoing?	On going

Section B

What impact does the proposal have on the following?

Property
None
Service Delivery
Any review of resource and posts within the team could impact on the ability of the service to recruit, retain and develop the children's workforce and to drive practice improvement through quality assurance oversight of current practice.
Future expected outcomes
Over time if demand on statutory social work reduces through more earlier support, the likely impact of reduced workforce capacity would be reduced.
Organisation
Any review will have to consider the impact on service quality and improvement and on the outcome of any future regulatory ILACS inspection.
Workforce
Should the proposals be implemented, the workforce could reduce by up to 2 FTE which could have a detrimental impact on the remaining staff work life balance.
Communities and Service Users
None
Children and Young People
None
Oldham Cares
None
Other Partner Organisations
None

Who are the key stakeholders?

Staff	**X**
Elected Members	**X**
Residents	**X**
Local business community	
Schools	**X**
Trade Unions	
External partners (if yes please specify below)	**X**
Other Council departments (if yes please specify below)	
Other (if yes please specify below)	

Benefits to the organisation/staff/customers including performance improvements
In implementing the proposals, the organisation will benefit in achieving the required budget savings as required.

Section C

Key Risks and Mitigations – include any interdependencies

Risk	Mitigation
Reducing the workforce in the Safeguarding team could impact on the ability of the service to recruit, retain and develop the children's workforce and to drive practice improvement through quality assurance oversight of current practice.	Re-prioritise objectives and tasks for service delivery across the service.

Key Development and Delivery Milestones

Milestone	Timeline
There would need to be a phased implementation plan in place to review and implement any changes to staffing across the service.	Three months
A restructure and consultation will need to take place with HR, Trade Unions, and staff impacted by the proposals.	Six months

Section D

Consultation required?	Yes - TBC

	Start	Conclusion
Staff		
Trade Union		
Public		
Service Users		
Other		

Equality Impact Screening

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

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

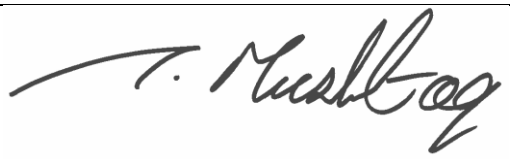
EIA required? (choose YES if any of the above impacts are YES)	**No**

Section E

Finance comments
The service has identified budget reductions totalling the £95k which are detailed within the document. The achievability will be monitoring during 2024/25 financial year.

Signed RO	09 January 2024

Signed Finance	09 January 2024

Cabinet Member Signature	
Date	17 January 2024

Reference:	CHS-BR1-708

Responsible Officer:	Nick Whitbread
Cabinet Member:	Cllr S Mushtaq

BR1 - Section A

Portfolio:	**Children and Young People Portfolio**
Service Area:	**Children in Care**
Budget Reduction Title:	**Social Work Services**

Budget Reduction Proposal - Detail and Objectives:

1. Transformation of Children's Social Care Placements including:

- Placement savings from 12 residential beds through local commissioning contracts (£988k in 24/25 and £260k in 25/26)
- 3 external placements from Mockingbird project in 24/25 to be taken out of placements base budget (£654k)
- Placement savings from 13 semi-independent placements through agreements with local housing associations and private providers (£26k)
- Placement savings from 13 young people supported into independent living through agreements with local housing associations and private providers (£82k)
- Placement savings from the creation of three Oldham council run children's homes providing 7 placements (£40k in 24/25 and £137k in 25/26 over and above the saving in the 2023/24 Investment plan)

2. Review current usage of fostering allowance budget - £145k

3. Maximising funding from health and education partners for externally commissioned placements - £907k

2023/24 Service Budget and Establishment	**£000**
Employees	8,788
Other Operational Expenses	26,876
Income	(2,488)
Total	33,176

Current Forecast (under) / overspend	9,677

Number of posts (Full time equivalent)	148.06

	2024/25	**2025/26**	**2026/27**
Proposed Budget Reduction (£000)	(2,842)	(397)	0
Proposed Staffing Reductions (FTE)	0	0	0

Is your proposal a 'one-off' in 2024/25 or is it ongoing?	ongoing

Section B

What impact does the proposal have on the following?

Property

The proposals are reliant on the viability of purchasing/renting/refurbishing new and existing council assets in line with the financial modelling.

Service Delivery

- Foster Care
  There is current underspend in the budget for Foster Care allowances. The impact of reducing this budget places risk should there be sudden change of allowance requirements (e.g. the recent cost of living impact) or if the number of recruited foster carers requiring allowances increases substantially. The service has calculated that the amount required in this specific budget line may not be fully required.

- CSC Placements / Continuing Health Care funding

  Within the Transformation programme there are savings proposals from placements, with contracting work, Mockingbird project and partnership working with Health and Education. There are risks in regard to managing demand, i.e. ensuring the right children are entering care and there are sufficient options for placements for them. Equally so the demand of ensuring placement stability to prevent placement moves is a risk factor. A further risk is that elements of these proposals have reliance upon externally commissioned partners and also statutory partners Health and Education. They would need to commit to supporting these proposals.

Future expected outcomes

Over time if demand on statutory social work reduces through more earlier support, the likely impact of reduced workforce capacity would be reduced.

Organisation

The above proposals are ambitious and reliant on multiple council services and partners working in partnership to deliver the plans.

Workforce

Increased pressures on staff in the service to deliver this ambitious transformation and sustainability programme alongside operational service delivery and maintain and improve the quality standards of all existing internal homes.

Communities and Service Users

Consultation will be required as part of the planning application process for creating new residential homes. Local residents may oppose the plans to open a residential home in their area.

Children and Young People

Maximising the internal residential arrangements / support to placements (through Mockingbird) will bring in positives for children and young people in the borough. However there is caution as to the success as there is reliance upon other partner agencies to contribute and commit to providing financial efficiencies.

Oldham Cares
None
Other Partner Organisations
Expectations on partners will change as described above.

Who are the key stakeholders?

Staff	**X**
Elected Members	**X**
Residents	**X**
Local business community	
Schools	**X**
Trade Unions	**X**
External partners (if yes please specify below)	**X**
Health partners	
Other Council departments (if yes please specify below)	**X**
Housing, Economy, Place	
Other (if yes please specify below)	

Benefits to the organisation/staff/customers including performance improvements
In implementing the proposals, the organisation will benefit in achieving the required budget savings as required.

Section C

Key Risks and Mitigations – include any interdependencies

Risk	Mitigation
To reduce the budget in the foster care allowances budget line brings the risk that this line begins to overspend.	The current level of underspend in this budget line indicates the service could manage with this reduction.
The proposals regarding placements have the risk of not being delivered, either because the demand of children looked after requiring residential provision increases beyond the sufficiency proposed, or because the projects experience unexpected delay. In addition, the proposals are reliant upon partner commitment and engagement, which is a challenge given the current financial climate across all areas.	Clear project plans are drafted by the council's transformation programme team. Some of the proposed plans have already commenced and are on track.

Key Development and Delivery Milestones

Milestone	Timeline
Children's Transformation and sustainability programme implementation delivered in line with project plans.	To be delivered over the four-year proposal

Section D

Consultation required?	**Yes - TBC**

	Start	Conclusion
Staff		
Trade Union		
Public		
Service Users		
Other		

Equality Impact Screening

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

Disabled people	**Yes**
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	**Yes**
People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	**Yes**
People on low incomes	**Yes**
Care Experienced Individuals	**Yes**
People in particular age groups	**Yes**
Groups with particular faiths and beliefs	**Yes**

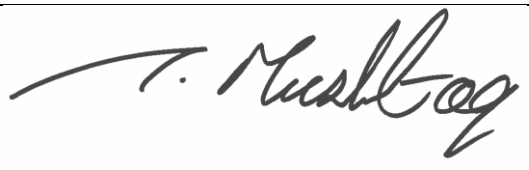
EIA required? (choose YES if any of the above impacts are YES)	**Yes**

Section E

Finance comments
Children in Care have identified an indicative budget reduction of £2.842m, with a further £0.397m in the following year and the options are outlined in detail within the document. Where applicable the reduction has been netted down by any equivalent saving included in the original (2023/24) Childrens Social Care Investment Plan. The achievability will be monitored throughout 2024/25 financial year.

Signed RO	09 January 2024

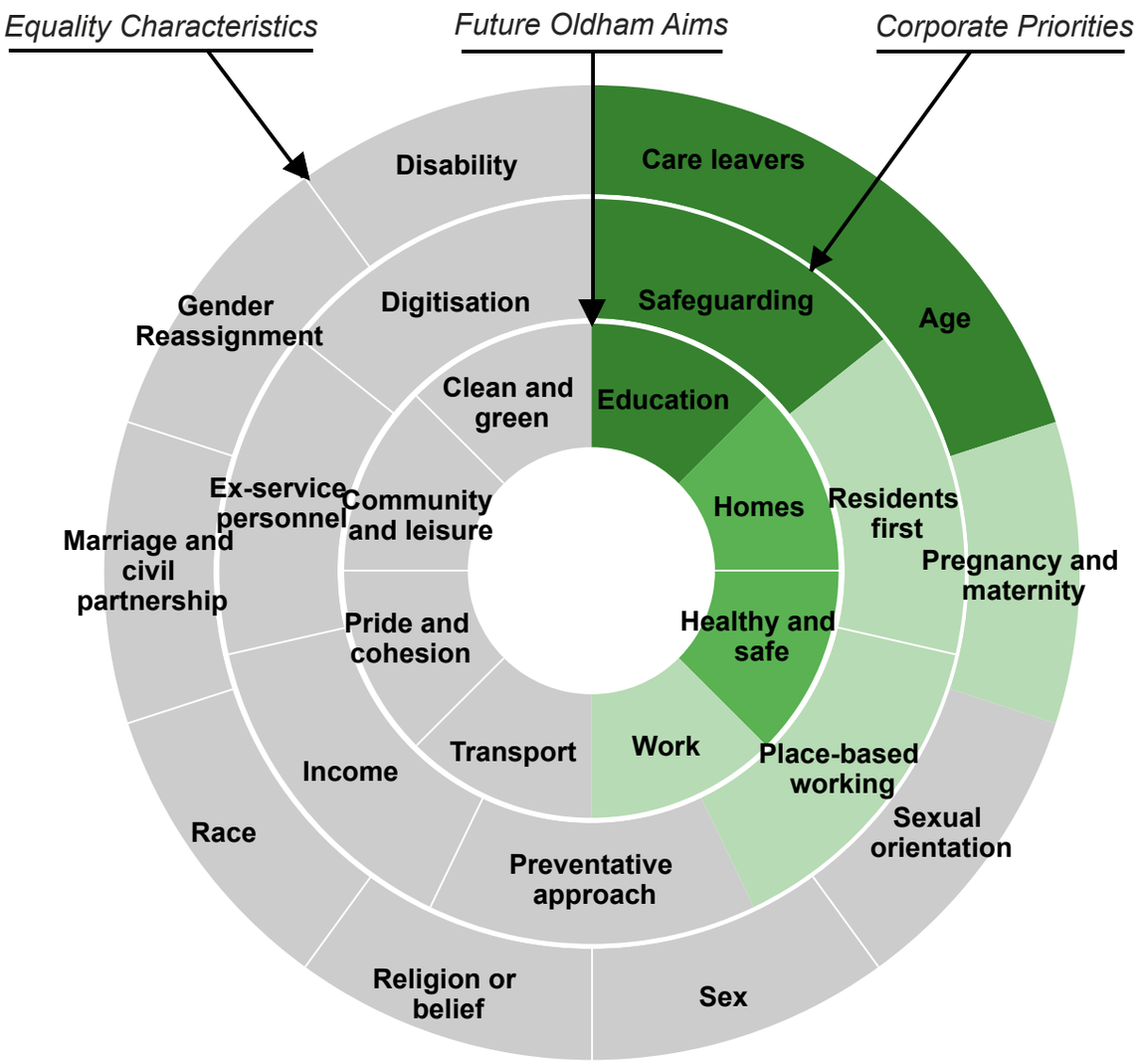
Signed Finance	09 January 2024

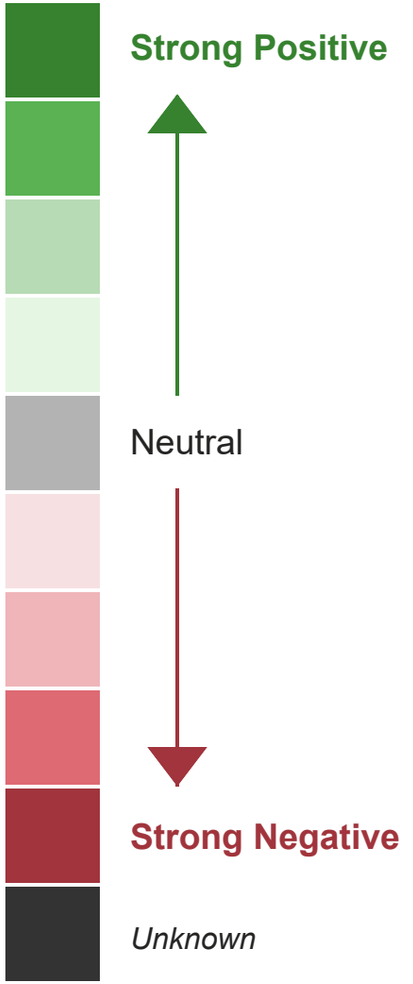
Cabinet Member Signature	
Date	17 January 2024

Children In Care

completed/last updated by Nick Whitbread on 11/01/2024

Portfolio	**Children and Young People**
Directorate	**PPL (People Services)**
Service/Team	**PPL - Children's Social Care**
Is this IA related to a Budget Reduction proposal?	**Yes**





Equality Characteristics

Category	Impact	Likely	Duration	Impact Score	Comment
Disability	Neutral	Very Likely	Long Term	0	
Gender Reassignment	Neutral	Very Likely	Long Term	0	
Marriage and civil partnership	Neutral	Very Likely	Long Term	0	
Race	Neutral	Very Likely	Long Term	0	
Religion or belief	Neutral	Very Likely	Long Term	0	
Sex	Neutral	Very Likely	Long Term	0	
Sexual orientation	Neutral	Very Likely	Long Term	0	
Pregnancy and maternity	Moderate Positive	Possible	Long Term	2	The proposals put forward will impact upon children and young people in care in Oldham. The ambition that these children and young people will continue to live in Oldham, they are very likely to go on and have children of their own utilising services in Oldham. Having stable accommodation and smooth transitional arrangements can support these young people into entering appropriate relationships when suitable family planning can take place.
Age	Strong Positive	Very Likely	Long Term	8	The proposals put forward will impact upon children and young people in care in Oldham. The expansion of accommodation options for children in care and care leavers has the ambition to prevent children in local authority care and care leavers living outside the borough, meaning Oldham residents are living in borough for the duration of their childhood and later adolescence.
Care leavers	Strong Positive	Very Likely	Long Term	8	The proposals put forward will impact upon children and young people in care and care leavers in Oldham. The expansion of accommodation options for children in care and care leavers has the ambition to prevent children in local authority care and care leavers living outside the borough. Having accommodation options provides stability and opportunity for smooth transitional arrangements which can support young people safely and successfully into adulthood.

Corporate Priorities

Category	Impact	Likely	Duration	Impact Score	Comment
Digitisation	Neutral	Very Likely	Long Term	0	
Ex-service personnel	Neutral	Very Likely	Long Term	0	
Income	Neutral	Very Likely	Long Term	0	
Preventative approach	Neutral	Very Likely	Long Term	0	
Place-based working	Moderate Positive	Possible	Long Term	2	The proposals put forward include utilising property and / or expanding property across Oldham to use as accommodation for children in care and care leavers.
Residents first	Moderate Positive	Possible	Long Term	2	The proposals put forward will impact upon children and young people in care in Oldham. The expansion of accommodation options for children in care and care leavers has the ambition to prevent children in local authority care and care leavers living outside the borough, meaning Oldham residents are living in borough for the duration of their childhood and later adolescence. In addition, we would look to recruit foster carers with a resident-first approach.
Safeguarding	Strong Positive	Very Likely	Long Term	8	The proposals put forward will impact upon children and young people in care and care leavers in Oldham. The expansion of accommodation options for children in care and care leavers has the ambition to prevent children in local authority care and care leavers living outside the borough. Having accommodation options provides stability and opportunity for safe, smooth transitional arrangements which can support young people safely and successfully into adulthood.

Future Oldham Aims

Category	Impact	Likely	Duration	Impact Score	Comment
Clean and green	Neutral	Very Likely	Long Term	0	
Community and leisure	Neutral	Very Likely	Long Term	0	
Pride and cohesion	Neutral	Very Likely	Long Term	0	
Transport	Neutral	Very Likely	Long Term	0	
Work	Moderate Positive	Possible	Long Term	2	The proposals put forward will impact upon children and young people in care and care leavers in Oldham. The expansion of accommodation options for children in care and care leavers has the ambition to prevent children in local authority care and care leavers living outside the borough. Having accommodation options and smooth transitional arrangements can improve the educational, training and employment outcomes for vulnerable young care leavers in the borough. In addition, the recruitment of Foster Carers across the borough will seek to provide individuals with employment opportunities in the caring profession.
Healthy and safe	Strong Positive	Possible	Long Term	4	The proposals put forward will impact upon children and young people in care and care leavers in Oldham. The expansion of accommodation options for children in care and care leavers has the ambition to prevent children in local authority care and care leavers living outside the borough. Having accommodation options provides stability and opportunity for safe, smooth transitional arrangements which can support young people safely and successfully into adulthood. This includes improving the health outcomes for children in care and care leavers.
Homes	Strong Positive	Possible	Long Term	4	The proposals put forward include utilising property and / or expanding property across Oldham to use as accommodation for children in care and care leavers.
Education	Strong Positive	Very Likely	Long Term	8	The proposals put forward will impact upon children and young people in care and care leavers in Oldham. The expansion of accommodation options for children in care and care leavers has the ambition to prevent children in local authority care and care leavers living outside the borough. Having accommodation options and smooth transitional arrangements can improve the educational outcomes for vulnerable young care leavers in the borough.

Negative Impacts

Category	Impact	Likely	Duration	Impact Score	What action can be taken to mitigate the potential negative impacts?	Action(s)	Owner(s)	Timescale(s)	If the negative impacts can't be mitigated, why should the project/decision proceed?

Strong Positive Impacts that are Possible

Category	Impact	Likely	Duration	Impact Score	What action can be taken to increase the likelihood that positive impacts are realised?	Action(s)	Owner(s)	Timescale(s)
Healthy and safe	Strong Positive	Possible	Long Term	4	Targets as part of Transformation project to be continually monitored and reported upon. To include risk factors and risk management. Adequate resource to be provided to the Transformation work to support delivery. Operational services to ensure timely move-on into placement provided. Relationships with placement providers to be enhanced.	Targets as part of Transformation project to be continually monitored and reported upon. To include risk factors and risk management. Adequate resource to be provided to the Transformation work to support delivery. Operational services to ensure timely move-on into placement provided. Relationships with placement providers to be enhanced.	Transformation Board	As per Transformation plan
Homes	Strong Positive	Possible	Long Term	4	Targets as part of Transformation project to be continually monitored and reported upon. To include risk factors and risk management. Adequate resource to be provided to the Transformation work to support delivery. Operational services to ensure timely move-on into placement provided. Relationships with placement providers to be enhanced.	Targets as part of Transformation project to be continually monitored and reported upon. To include risk factors and risk management. Adequate resource to be provided to the Transformation work to support delivery. Operational services to ensure timely move-on into placement provided. Relationships with placement providers to be enhanced.	Transformation Board	As per Transformation plan

Cllr Ali

Cabinet Member for Education and Skills

Reference:	CHS-BR1-704

Responsible Officer:	Matt Bulmer
Cabinet Member:	Cllr M Ali

BR1 - Section A

Portfolio:	**Education and Skills**
Service Area:	**Special Education Needs and Disabilities (SEND)**
Budget Reduction Title:	**Home to School Transport**

Budget Reduction Proposal - Detail and Objectives:

To review the delivery model for Home to School transport.

Rationale

The SEND Transport Team provides home to school transport and travel assistance. The service currently transports approximately 950 children and young people with SEND. Over the last 3 years there has been a 53% increase in children and young people accessing home to school transport and 97% increase in the number of routes serviced.

Learning to travel independently is an important part of preparing for adulthood for our post-16 learners with SEND. When making travel arrangements, the Council takes account of how best to support developing independence. As such, it is proposed that Oldham Council consider alternative delivery approaches to supporting transport for learners with SEND.

This review would include consideration of current structures and policies.

2023/24 Service Budget and Establishment	£000
Employees	949
Other Operational Expenses	4230
Income	
Total	5,184

Current Forecast (under) / overspend	963

Number of posts (Full time equivalent)	8

	2024/25	2025/26	2026/27
Proposed Budget Reduction (£000)	(310)	(215)	
Proposed Staffing Reductions (FTE)	0	0	0

Is your proposal a 'one-off' in 2024/25 or is it ongoing?	Ongoing

Section B

What impact does the proposal have on the following?

Property
None
Service Delivery
New delivery model for post-16 learners
Future expected outcomes
Improved preparation for adulthood, increased independence, greater efficiency.
Organisation
None
Workforce
None
Communities and Service Users
The views of parents, carers and learners would be gathered as part of a public consultation.
Children and Young People
The overall aim of the changes would be to better support independence and offer flexibility in policies that support learners to access education. Full impact will be determined through review and appropriate consultation and engagement.
Oldham Cares
None

Other Partner Organisations
Any policy change would be co-produced through engagement with parents, carers and leaners in collaboration with POINT.

Who are the key stakeholders?

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

Benefits to the organisation/staff/customers including performance improvements
Reduction in growing costs of providing home to school transport to the council. Increased independence and flexibility in policy that support individual circumstances.

Section C

Key Risks and Mitigations – include any interdependencies

Risk	Mitigation
Concern from parents and carers of learners with SEND.	Any changes would be consulted upon prior to implementation be co-produced with learners, parents and carers.

Key Development and Delivery Milestones

Action/s	Dates
Cabinet for decision to formally consult	Q2 2024/25
Consultation with parents/carers and partners	Q2 2024/25
Analysis of consultation responses	Q3 2024/25
Cabinet report with recommendations	Q3 2024/25
SEND transport preparations	Q3/4 2024/25
Implementation	Q4 2024/2025

Section D

Consultation required?	**Yes**

	Start	Conclusion
Staff	×	×
Trade Union	×	×
Public	Q2	Q2
Service Users	Q2	Q2
Other	×	×

Equality Impact Screening

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

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

EIA required? (choose YES if any of the above impacts are YES)	**Y**

Section E

Finance comments
The proposal is to review the service approach to reduce expenditure by a cumulative total of £525k, due to the lead in time £310k will be delivered in 2024/25 with the full year impact from the following year. There is continuing pressures on the Home to School Transport budget (£968k at month 8) and this proposal aims to mitigate part of the anticipated pressure in next two financial years.

Signed RO	Matt Bulmer 16 January 2024
Signed Finance	10 January 2024

Cabinet Member Signature	
Date	16 January 2024

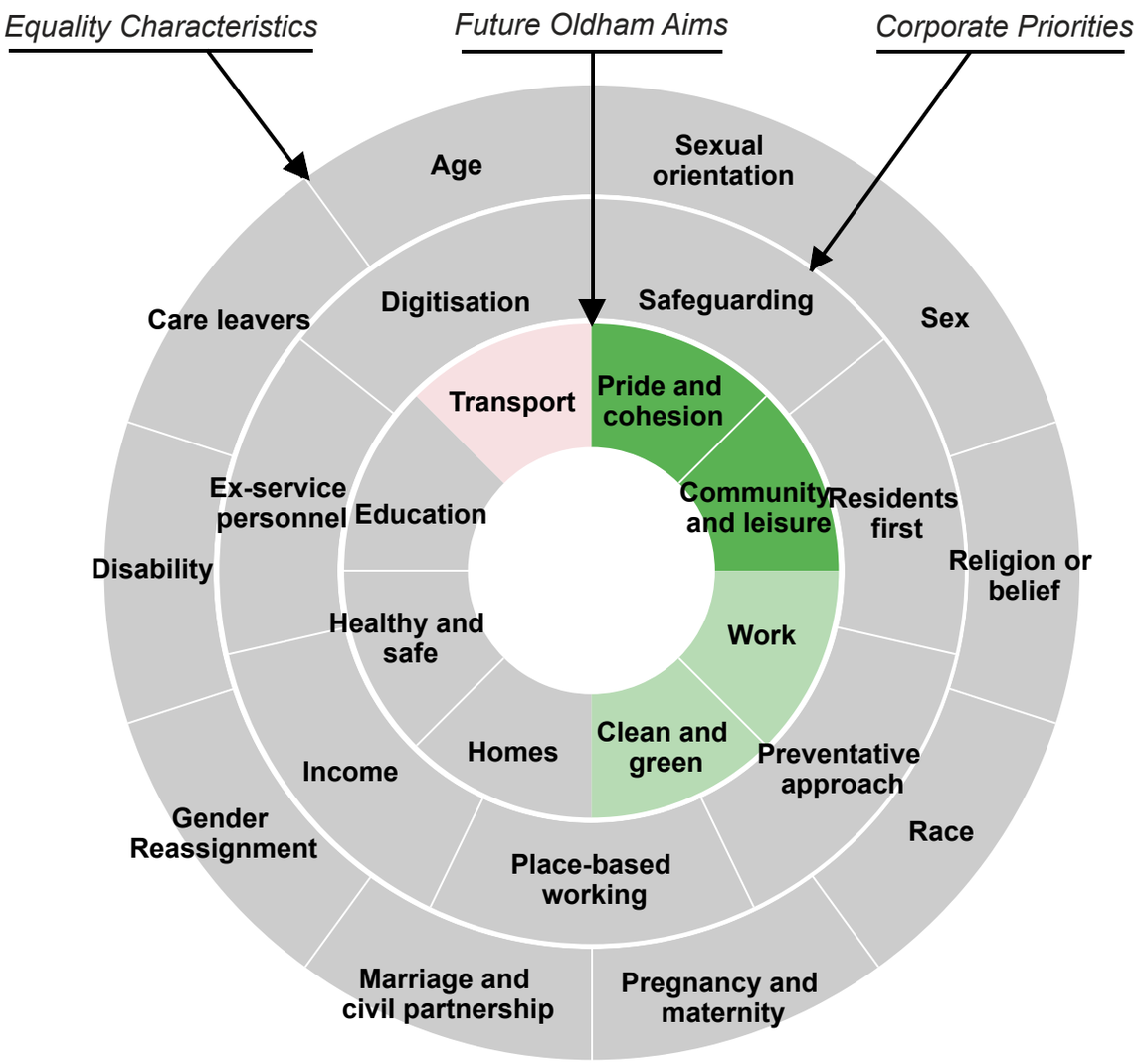
Equality Impact Assessment

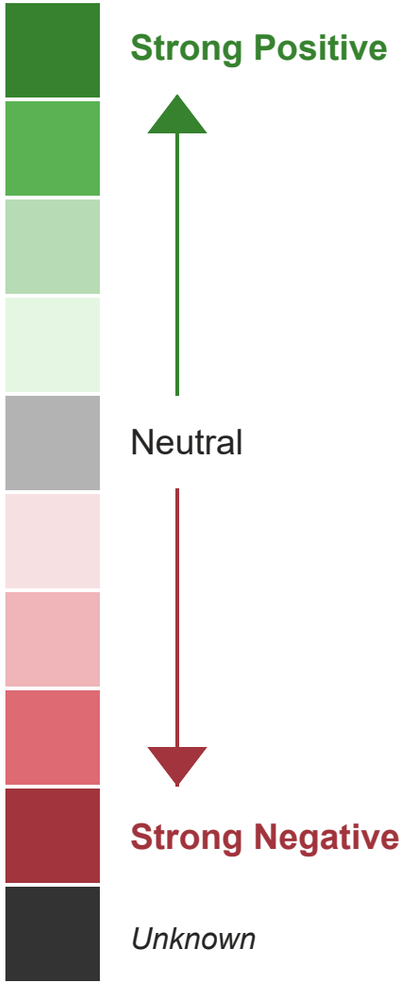
CHS-BR1-704

SEND Home to School Transport

completed/last updated by Amber Burton on 12/01/2024

Portfolio	**Children and Young People**
Directorate	**PPL (People Services)**
Service/Team	**PPL - Education, Skills and Early Y…**
Is this IA related to a Budget Reduction proposal?	**Yes**





Equality Characteristics

Category	Impact	Likely	Duration	Impact Score	Comment
Age	Neutral	Very Likely	Short Term	0	Young people aged 16 - 25 will be affected. For some this may be less positive but for others, it will be more positive.
Care leavers	Neutral	Very Likely	Long Term	0	
Disability	Neutral	Very Likely	Short Term	0	Some disabled young people may need alternative arrangements for transport to education placements. For some this may be less positive but for others, it will be more positive.
Gender Reassignment	Neutral	Very Likely	Long Term	0	
Marriage and civil partnership	Neutral	Very Likely	Long Term	0	
Pregnancy and maternity	Neutral	Very Likely	Long Term	0	
Race	Neutral	Very Likely	Long Term	0	
Religion or belief	Neutral	Very Likely	Long Term	0	
Sex	Neutral	Very Likely	Long Term	0	
Sexual orientation	Neutral	Very Likely	Long Term	0	

Corporate Priorities

Category	Impact	Likely	Duration	Impact Score	Comment
Digitisation	Neutral	Very Likely	Long Term	0	
Ex-service personnel	Neutral	Very Likely	Long Term	0	
Income	Neutral	Very Likely	Long Term	0	
Place-based working	Neutral	Very Likely	Long Term	0	
Preventative approach	Neutral	Very Likely	Long Term	0	
Residents first	Neutral	Very Likely	Long Term	0	
Safeguarding	Neutral	Very Likely	Long Term	0	

Future Oldham Aims

Category	Impact	Likely	Duration	Impact Score	Comment
Transport	Moderate Negative	Possible	Short Term	-1	There may be some disruption to travel arrangements for some young people.
Education	Neutral	Very Likely	Short Term	0	Some young people may need alternative arrangements for transport to education placements. For some this may be less positive but for others, it will be more positive.
Healthy and safe	Neutral	Very Likely	Long Term	0	
Homes	Neutral	Very Likely	Long Term	0	
Clean and green	Moderate Positive	Possible	Long Term	2	Cleaner and more efficient transport methods will be promoted and supported.
Work	Moderate Positive	Possible	Long Term	2	Access to work and, therefore, better long-term outcomes, will be enhanced in the long term due to more independent travel skills.
Community and leisure	Moderate Positive	Very Likely	Long Term	4	Young people will develop transferable skills so access to community and leisure opportunities will be enhanced.
Pride and cohesion	Moderate Positive	Very Likely	Long Term	4	A sense of independence and pride may develop as a result of more opportunities to develop transferable skills.

Negative Impacts

Category	Impact	Likely	Duration	Impact Score	What action can be taken to mitigate the potential negative impacts?	Action(s)	Owner(s)	Timescale(s)	If the negative impacts can't be mitigated, why should the project/decision proceed?
Transport	Moderate Negative	Possible	Short Term	-1	Personal travel budgets will be put in place, along with free bus passes and flexible packages.	Offer personal travel budgets.	AB/PG/SE	01/07/2024	

Strong Positive Impacts that are Possible

Category	Impact	Likely	Duration	Impact Score	What action can be taken to increase the likelihood that positive impacts are realised?	Action(s)	Owner(s)	Timescale(s)

Reference:	CHS-BR1-705

Responsible Officer:	Matt Bulmer
Cabinet Member:	Cllr M Ali

BR1 - Section A

Portfolio:	**Education, Early Years and Skills**
Service Area:	**Across the division**
Budget Reduction Title:	**Staffing and Dedicated Schools Grant**

Budget Reduction Proposal - Detail and Objectives:

1. Study Support
The proposal is to cease Council provision of the Oldham Pledge and the Schools Linking project. Additionally, we are already in the process of moving 1 FTE from Laticzone the Kingsland Pupil Referral Unit (to be funded from the school's budget.) After traded income and CSS, Corporate Landlord budgets have been removed this will create a **saving of £12,000.**

2. Post-16 and Skills
The proposal is to part-fund the post-16 lead salary from the high needs block of the dedicated schools grant in proportion to the amount of work conducted on SEND funding (based on 40% of £63k including on-costs). This will create a **saving of £25,000.**

3. Business Services
The proposal is to reduce from 6 to 5 posts and reconfigure how Business Support is delivered. This will create a **saving of £35,000.**

4. Virtual School
The proposal is that for 3 Virtual School Education Officers (Grade 6) their funding is switched to Pupil Premium Plus releasing General Fund. This will create a **saving of £131,000.**

5. Attendance: Fines Income
Currently, a cabinet decision is being progress to increase the number of years fines that should be issues to parents who take their children out of schools for term time holidays to 2 per year (to bring Oldham in line with the rest of Greater Manchester.) The proposal is that the additional fines revenue that we forecast will be a consequence of this policy change be included within the FY 24/25 budget setting process. It is forecast that this policy change will have the consequence of creating an **additional £50,000 in income**.

2023/24 Service Budget and Establishment	**£000**
Employees	15,280
Other Operational Expenses	43,878
Income	(52,306)
Total (including Corporate items, excluding home to school transport)	6,852

Current Forecast (under) / overspend	(288)

Number of posts (Full time equivalent)	310.68

	2024/25	2025/26	2026/27
Proposed Budget Reduction (£000)	(253)		
Proposed Staffing Reductions (FTE)	2		

Is your proposal a 'one-off' in 2024/25 or is it ongoing?	Ongoing

Section B

Property
None
Service Delivery
All services will continue with minimal disruption. Exception is Oldham Pledge and Schools Linking project which will cease to operate.
Future expected outcomes
Reach of Oldham Pledge and Schools Linking project was limited and did not target disadvantaged or vulnerable group. Overall impact on outcomes would be minimal.
Organisation
The Laticzone Alternative Provision is already in the process of moving to Kingsland PRU. As this is a local authority schools, there is minimal organisational impact (no TUPE, redundancies, etc.)
Workforce
We expect to make the proposed workforce reduction of 2 FTE through natural turnover (no redundancies required.) For both posts the assumed exit date is 31 March 2024.
Communities and Service Users
As above. However, those schools that are currently participating in the School Linking Project and the Oldham Pledge will undoubtedly be disappointed to see Council support for those project cease. Those schools, however, could continue to engage in those projects by organising the relevant activities themselves.
Children and Young People
All these comments are relevant to children and young people.
Oldham Cares
None
Other Partner Organisations
See comment on schools above.

Who are the key stakeholders?

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

Benefits to the organisation/staff/customers including performance improvements
The move of Laticzone to the PRU aligns with our ambition to have improved quantity, quality and co-ordination of alternative provision across Oldham.

Section C

Key Risks and Mitigations – include any interdependencies

Risk	Mitigation
Removal of Oldham Pledge and Schools Linking Project is badly received by schools.	Operation would only cease in AY 24/25. There is opportunity to work with the schools involved to find other (non-Council funded) delivery models.
Reduction of business support capacity leads to important statutory functions (for instance, delivery of childcare funding to providers) being delayed.	We will prioritise statutory work within business support teams. Business support to non-statutory function will cease or be reduced.

Key Development and Delivery Milestones

Milestone	Timeline
Communicate ending of Oldham Pledge and Schools Linking project	May 2024
Movement of revenue funding to grant funding streams	By end of FY 23/24
Removal of business support post	By end of FY 23/24

Section D

Consultation required?	**No**

Equality Impact Screening

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

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

EIA required? (choose YES if any of the above impacts are YES)	**No**

Section E

Finance comments

The 5 proposals deliver a combined, recurrent saving of £253k with a corresponding 2 FTE reduction within Education and Skills assummarised in the table below:

Ref	Proposal	FTE	£K	Impact
1	Oldham Pledge	1	12	Reduced General Fund spend/ Transfer post
2	Post 16 Provision		25	Switch funding to High Needs Block
3	Business Services	1	35	Delete 1 post
4	Virtual School		131	Switch funding to Pupil Premium Plus grant
5	Fines Income		50	Additional General Fund Income
	Total	**2**	**253**	

The proposals are, where appliable a permissible use of the proposed source of funding and all are assessed as viable and achievable.

Signed RO	Matt Bulmer 15 January 2024
Signed Finance	10 January 2024

Cabinet Member Signature	
Date	16 January 2024

Cllr Goodwin

Cabinet Member for Neighbourhoods

Reference:	PEG-BR1-723

Responsible Officer:	Neil Crabtree
Cabinet Member:	Councillor Goodwin

BR1 - Section A

Portfolio:	**Environment**
Service Area:	**Public Protection**
Budget Reduction Title:	**Public Protection Service Review**

Budget Reduction Proposal - Detail and Objectives:

Information in respect of this service:

Health and Safety

- Implementing the requirements of HSE's Local Authority Enforcement Code and LAC 67/2, ensuring the effective and proportionate management of risks, supporting business, protecting communities, and contributing to the wider public health agenda.

Food safety

- Mandatory completion of the food hygiene and standards programme of inspections
- Respond to infectious disease notifications and investigate food hygiene and standards complaints.

Selective Licensing

- Delivery of phase 1 of the selective licensing scheme and ensuring that private landlords are licensed and condition audits are carried out.
- Consultation on the proposed phase 2 of the selective licensing scheme utilising funding from GMCA.

GM Clean Air Plan

- Development of the Clean Air Plan across Greater Manchester, ensuring Oldham can reduce the NOx levels as directed by Central Government.

- Responding to service requests that require formal action as part of the Statutory Nuisance response, including Noise and private rented disrepair complaints.

Trading Standards

- Conduct intelligence led operations to seize illicit tobacco
- Work with businesses to ensure that unsafe goods do not enter the marketplace and bring them into compliance

Animal Welfare

- Inspect premises and businesses in relation to the animal activities licensing system
- Investigate and enforce against illegal breeding and high-risk animal welfare breaches

Building Control

- Maintain service delivery for residents and developers and react to the challenges stemming from the new Building Safety Act.
- Ensure the statutory functions of the service such as inspections of dangerous structures are maintained

First Response

- The Council's First Response Team provides a wide range of services supporting the Borough both for Council assets and those of our clients. The services include CTTV monitoring, mobile security, static security guarding, alarm monitoring and the contact point for emergency incidents and enquiries across the whole of Greater Manchester

Budget reductions:

Remove current vacant posts from the structure

Business Support officer – Env. Health – grade 2 - **£24k**

Health and Safety Advisor – 0.6 FTE – grade 6 - **£21k**

Various not utilised days per week from FTEs within Trading Standards – 4 days - **£10k**

Total - £55k in savings

Maximise income streams

Charge for the delivery of immigration inspections
£12k increase in income

Charge for social landlords for safety compliance enforcement
£25k increase in income

Total – £37K income increase

Restructure of the First Response service

This proposed restructure will create a more flexible and agile service that will ensure income streams are maintained. This will be achieved by streamlining the managerial/supervisory posts within the service and remove vacant posts where appropriate.

The restructure of posts will therefore create a saving of **£18,260**. This amount will contribute to Corporate Savings in 2024/25.

Total - £18K in savings

2023/24 Service Budget and Establishment	**£000**
Employees	4,420
Other Operational Expenses	497
Income	(2,682)
Total	2,235

Current Forecast (under) / overspend	(199)

Number of posts (Full time equivalent)	128.4fte

	2024/25	2025/26	2026/27
Proposed Budget Reduction/ additional income generation (£000)	(110)	0	0
Proposed Staffing Reductions (FTE)	2.0	0	0

Is your proposal a 'one-off' in 2024/25 or is it ongoing?	One -off

Section B

What impact does the proposal have on the following?

Property
None
Service Delivery
Statutory service delivery will be maintained even after removal of the suggested posts.
Future expected outcomes
None
Organisation
None
Workforce
A number of FTEs are proposed to be removed from the structure – these are all vacant posts at this time so the impact on the existing workforce is minimal. A similar approach will be taken for First Response posts once the review has been completed. These savings will be realised in 24/25
Communities and Service Users
Priorities will be realigned to accommodate service demand both corporately and from the wider business community.
Children and Young People
None
Oldham Cares
None
Other Partner Organisations
None

Who are the key stakeholders?

Staff	**X**
Elected Members	**X**
Residents	**X**
Local business community	**X**
Schools	
Trade Unions	**X**
External partners (if yes please specify below)	**X**
Other Council departments (if yes please specify below)	
Other (if yes please specify below)	

Benefits to the organisation/staff/customers including performance improvements
Service delivery will continue inline with current standards and statutory roles will continue to deliver. Changes to service structures will also support sustainable service delivery.

Section C

Key Risks and Mitigations – include any interdependencies

Risk	**Mitigation**
Removal of vacant posts	Current recruitment to other posts within the service should ensure that priorities can be realigned to accommodate service demand both corporately and from the wider business community.
Increase in highlighted income not generated as predicted.	Ongoing monitoring during the financial year and responding accordingly to changes/pressures

Key Development and Delivery Milestones

Milestone	Timeline
Removal of highlighted vacant posts	April 2024 onwards
Creation of a MOU between Housing Providers and the service to ensure delivery of the fee income related to obtaining access for the provide to carry out the necessary gas servicing	January 2024 onwards – to commence delivery from April 2024

Section D

Consultation required?	No

	Start	Conclusion
Staff		
Trade Union		
Public		
Service Users		
Other		

Equality Impact Screening

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

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

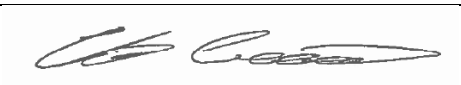
EIA required? (choose YES if any of the above impacts are YES)	N

Section E

Finance comments
Budget savings will be achieved through a combination of maximising income and staff reductions.

Signed RO	12 January 2024

Signed Finance	12 January 2024

Cabinet Member Signature	
Date	16 January 2024

Reference:	PEG-BR1-724

Responsible Officer:	Glenn Dale
Cabinet Member:	Councillor Goodwin

BR1 - Section A

Portfolio:	**Neighbourhoods**
Service Area:	**Environmental Services**
Budget Reduction Title:	**Service delivery changes to parks and cleansing**

Budget Reduction Proposal - Detail and Objectives:

Parks

- 23 main parks in Oldham
- Approximately 120 staff members
- Responsible for maintenance of all parks and public open spaces and seasonal bedding
- 85% resident satisfaction for Parks in Oldham

Cleansing

- 80 street cleansing staff
- Responsible for keeping the borough clean – this includes removal of fly tipped material, street cleaning and emptying all street bins

Both services are non-statutory service areas, but they are important to local communities.

Budget Reductions:

Parks Service - 10% reduction on materials/supplies and review / reduce use of external contractors

Total saving = £129K

Services within the glasshouses have changed over a number of years; opportunity to redeploy staff skill sets to other priority areas. Detailed consultation needed.

Total saving = £157K

There are currently 23 vacancies within the parks service. Proposal to remove all vacant posts to realise savings

Total saving = £653K

Review cleansing operations outside of the Oldham Town Centre to align with district priorities. Detailed consultation needed.

Total saving = £140K

Further review of cleansing to explore different working patterns following the rollout of larger community street bins. Detailed consultation needed.

Total saving = TBC (2025/26)

2023/24 Service Budget and Establishment	**£000**
Employees	7,283
Other Operational Expenses	1,895
Income	2,519
Total	6,658

Current Forecast (under) / overspend	(5)

Number of posts (Full time equivalent)	223

	2024/25	**2025/26**	**2026/27**
Proposed Budget Reduction (£000)	**1,079**		
Parks materials and use of external contractors	129		
Service delivery review in glasshouses	157		
Remove vacant posts from parks service	653		
Cleansing service delivery review	140		
Working patterns follow up review in cleansing	0	TBC	0
Proposed Staffing Reductions (FTE)	**33**		
Parks materials and use of external contractors	0		
Service delivery review in glasshouses	5		
Remove vacant posts from parks service	23		
Cleansing service delivery review	5		
Working patterns follow up review in cleansing	0	TBC	0

Is your proposal a 'one-off' in 2024/25 or is it ongoing?	Ongoing

Section B

What impact does the proposal have on the following?

Property
Glasshouses use has changed overtime and reduced overall. A revised approach to procurement and delivery means they are no longer needed. This will result in overall savings in delivery.
Service Delivery
A change in approach to maintenance of parks and open spaces will be needed and this is likely to include a move to mobile teams rather than static gardeners in most of the borough's parks.

Future expected outcomes
We understand the importance of parks and open spaces to the communities of Oldham. Services will be delivered differently but standards will be maintained.
Organisation
The organisation will have to adapt to the revised approach to service delivery.
Workforce
There will be minimal impact to the workforce with the vast majority of posts being lost, already vacant. Any changes in duties will go through relevant consultation processes and redeployment will be considered as an option where appropriate.
Communities and Service Users
None anticipated
Children and Young People
None anticipated
Oldham Cares
None anticipated
Other Partner Organisations
None anticipated – will continue to work with 'friends of groups'

Who are the key stakeholders?

Staff	**X**
Elected Members	**X**
Residents	**X**
Local business community	**X**
Schools	**X**
Trade Unions	**X**
External partners (if yes please specify below)	
Other Council departments (if yes please specify below)	**Yes**
Public Health	
Other (if yes please specify below)	

Benefits to the organisation/staff/customers including performance improvements
Financial savings and possibly better work/life balance with different working arrangements

Section C

Key Risks and Mitigations – include any interdependencies

Risk	Mitigation
Reduction in contractor and material payments	Focus resources on areas of greatest need and prioritise areas requiring work
Summer bedding and planting will have to be procured and prioritised for planting and maintenance	External procurement and planting is an option and then allocating / managing remaining resources to maintain priority areas
The loss of 23 vacant posts and impact on service delivery and engagement	Revised approach to maintenance and expectation management. Clear about what the council can deliver and where this focus will be. Posts are all vacant.
Reduction in dandy services outside the town centre will be visible. Given the proposed changes, Trade Union engagement will be necessary.	Focus on priority areas and manage expectations for boroughwide cleansing. Allow scope for BH cover and leverage new bin capacity to determine future working patterns.

Key Development and Delivery Milestones

Milestone	Timeline
Determine revised approach to parks and open spaces maintenance and new ways of working which take account of the reduction in staff.	To commence once measures agreed and gradually implemented to ensure service continuity – March/April 2024 onwards
Consultation with affected staff and implementation of proposals	To commence once measures agreed and gradually implemented to ensure service continuity - March/April 2024 onwards

Section D

Consultation required?	Yes on options 2, 3, 4 & 5

	Start	Conclusion
Staff	January 2024	+45days
Trade Union	January 2024	+45 days
Public	Not required	
Service Users	Not required	
Other	Not required	

Equality Impact Screening

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

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

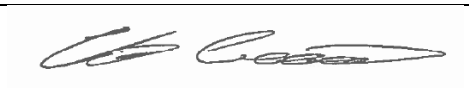
EIA required? (choose YES if any of the above impacts are YES)	**N**

Section E

Finance comments
Budget savings will be achieved through a combination of staff reductions and non-pay cost reductions.

Signed RO	12 January 2024

Signed Finance	12 January 2024

Cabinet Member Signature	
Date	16 January 2024

Reference:	PEG-BR1-725

Responsible Officer:	Gordon Anderson
Cabinet Member:	Councillor Goodwin

BR1 - Section A

Portfolio:	**Neighbourhoods**
Service Area:	**Highways & Engineering**
Budget Reduction Title:	**Highways & Engineering Service Review**

Budget Reduction Proposal - Detail and Objectives:

Service Information:

Highways & Engineering delivers Statutory Functions in accordance with the Highways Act, New Roads & Streetworks Act, Flood and Water Management Act and the Road Traffic Act. It has a total staff of 40.8 FTE.

As well as being responsible for the asset management of all highways infrastructure according to statute, recognised codes of practice, and Council policies, it provides staff / resource for the delivery of highways related elements of external capitally funded schemes for Transportation and Regeneration – these resources are within the Highways & Engineering overall budget lines.

The Service also inspects work undertaken by third parties, utility and other contractors to ensure that the highway has been repaired correctly and to the appropriate standard.

Budget reductions:

Recruit substantively to technical posts and remove reliance on agency staff
£35k revenue cost reduction

Review alternative working arrangements
£18k revenue cost reduction

Maximisation of recharge for capital projects where projects are in delivery
£20k increased recharge

Reassess council fees and charges for S38 work for new developments in Oldham – proposed 8.8% increase
£50k additional income

2023/24 Service Budget and Establishment	**£000**
Employees	1,918
Other Operational Expenses	577
Income	(1,511)
Total	984

Current Forecast (under) / overspend	39

Number of posts (Full time equivalent)	40.8

	2024/25	2025/26	2026/27
Proposed Budget Reduction (£000)	(123)	0	0
Proposed Staffing Reductions (FTE)	0.4	0	0

Is your proposal a 'one-off' in 2024/25 or is it ongoing?	Ongoing

Section B

What impact does the proposal have on the following?

Property
None
Service Delivery
Service delivery will be maintained as structures are reviewed. There may be some challenge from developers regarding revised S38 charges – however, these are in line with industry standards and reflect the wider increase in costs.
Future expected outcomes
None
Organisation
None
Workforce
The wider challenge in the industry remains given the shortage of professional staff nationwide. This will be reviewed in due course
Communities and Service Users
None
Children and Young People
None
Oldham Cares
None
Other Partner Organisations
None

Who are the key stakeholders?

Staff	**X**
Elected Members	**X**
Residents	**X**
Local business community	
Schools	
Trade Unions	**X**
External partners (if yes please specify below)	**X**
Other Council departments (if yes please specify below)	
Other (if yes please specify below)	

Benefits to the organisation/staff/customers including performance improvements
Maximising council revenue and cost recovery. Ensuring recruitment to posts so council can deliver on statutory duties and corporate priorities.

Section C

Key Risks and Mitigations – include any interdependencies

Risk	Mitigation
None	None

Key Development and Delivery Milestones

Milestone	Timeline
Introduction of revised S38 bond calculation	Effective from April 2024 onwards

Section D

Consultation required?	**N**

	Start	Conclusion
Staff		
Trade Union		
Public		
Service Users		
Other		

Equality Impact Screening

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

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

EIA required? (choose YES if any of the above impacts are YES)	**N**

Section E

Finance comments
Budget savings will be achieved through a combination of staff reductions, income maximisation and new ways of working.

Signed RO	12 January 2024
Signed Finance	12 January 2024

Cabinet Member Signature	
Date	16 January 2024

Cllr Taylor

Statutory Deputy Leader and Cabinet Member for Housing and Licensing

Reference:	PEG-BR1-722

Responsible Officer:	Paul Clifford
Cabinet Member:	Councillor Taylor

BR1 - Section A

Portfolio:	Housing and Licencing
Service Area:	Strategic Planning and Information
Budget Reduction Title:	Service Restructure

Budget Reduction Proposal - Detail and Objectives:
Service restructure reducing the establishment by 1 FTE generating a revenue saving of £45,000.

2023/24 Service Budget and Establishment	£000
Employees	229
Other Operational Expenses	0
Income	0
Total	229

Current Forecast (under) / overspend	0

Number of posts (Full time equivalent)	5.6

	2024/25	2025/26	2026/27
Proposed Budget Reduction (£000)	(45)	0	0
Proposed Staffing Reductions (FTE)	1	0	0

Is your proposal a 'one-off' in 2024/25 or is it ongoing?	Ongoing

Section B

What impact does the proposal have on the following?

Property
Potential delays to bringing forward council land for new development.

Service Delivery
Statutory and non-statutory services provided by Strategic Planning could slow down, including the preparation of key, strategic documents such as the Local Plan. The Local Plan, District Place Plans, masterplanning, biodiversity net gain, monitoring of housing and employment developments and of S106 monies are all relied upon by other services in the council, and by external partners and parties. Any delay, or suspension, to these activities could potentially impact their service delivery.

Future expected outcomes
Potential delay in delivery of new development across the borough, particularly on strategic sites.
Organisation
Reputational damage of delays to decision-making. Possible risk of delays in agreeing a Local Plan and associated loss of decision-making control.
Workforce
Potential additional workforce pressure.
Communities and Service Users
Local communities may grow frustrated with delays or impacts on decision-making in regards to planning.
Children and Young People
N/A
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)	**Yes**
Wide range of external partner organisations would rely upon the services of the Strategic Planning team, including GMCA, Homes England and Infrastructure Providers	
Other Council departments (if yes please specify below)	**Yes**
Particularly other Place services	
Other (if yes please specify below)	

Benefits to the organisation/staff/customers including performance improvements
A £0.045m contribution to the 2024/25 budget gap.

Section C

Key Risks and Mitigations – include any interdependencies

Risk	Mitigation
Non-Delivery / Delayed Delivery of Local Plan, Oldham Design Code and / or Masterplans for key development allocations	Prioritisation of workloads.
Risk to quality and quantity of housing and employment land development, including risk to 5-year Housing Land Supply and meeting nationally set housing requirement	Prioritisation of workloads
Reduced capacity for managing collection and spend of section 106 monies	None
Reduced capacity for supporting Neighbourhood Plans and District Place Plans	None

Key Development and Delivery Milestones

Milestone	Timeline
Implementation of new service structure	Assumed 3 months implementation with new service structure 1st May 2025

Section D

Consultation required?	Y

	Start	Conclusion
Staff	Jan 24	May 24
Trade Union	Jan 24	May 24
Public	N/A	N/A
Service Users	N/A	N/A
Other	N/A	N/A

Equality Impact Screening

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

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

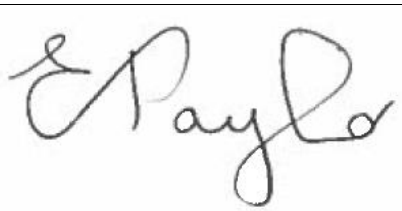
EIA required? (choose YES if any of the above impacts are YES)	**No**

Section E

Finance comments
Budget saving to be achieved through staff reductions

Signed RO	16 January 2024

Signed Finance	16 January 2024

Cabinet Member Signature	
Date	16 January 2024

Cllr Dean

Cabinet Member for Communities and Culture

Reference:	COM-BR1-702

Responsible Officer:	Rebecca Fletcher / Neil Consterdine
Cabinet Member:	Cllr Peter Dean

BR1 - Section A

Portfolio:	**Communities & Culture**
Service Area:	**Public Health – Priority Programme Fund**
Budget Reduction Title:	**Priority Programme Fund**

Budget Reduction Proposal - Detail and Objectives:

All of the Priority Programme Fund budget is distributed as core strategic grants to Voluntary, Community, Faith & Social Enterprise sector organisations. The Local Authority awards grants to enable VCFSE organisations to deliver activity which will benefit residents and achieve objectives shared with the Council. Five organisations are in receipt of funding on an annual basis which contributes to their core running costs; Action Together (VCFSE local infrastructure provision), Citizen's Advice Oldham, Credit Union, Greenacres Community Centre and Werneth & Freehold Community Development Project. During the first part of 2023-24 a review has been undertaken of funding to the VCFSE sector, this included a particular focus on the Priority Programme Fund (PPF).

Following this review, it is proposed that a reduction of £16,000 is made to the fund from 24/25. This will be comprised of an £8,000 reduction being made to each of Greenacres Community Centre and Werneth & Freehold Community Development Project (reducing each grant from £32,000 to £24,000). This approach aims to reduce overall spend whilst minimising the impact on any one organisation.

2023/24 Service Budget and Establishment	**£000**
Employees	£0
Other Operational Expenses	£611
Income	£0
Total	£611

Current Forecast (under) / overspend	£0

Number of posts (Full time equivalent)	0

	2024/25	2025/26	2026/27
Proposed Budget Reduction (£000)	(16)	0	0
Proposed Staffing Reductions (FTE)	N/A	N/A	N/A

Is your proposal a 'one-off' in 2024/25 or is it ongoing?	Ongoing

Section B

What impact does the proposal have on the following?

Property
A reduction to this budget does not have a direct impact on property, although Greenacres Community Centre do currently occupy a Council owned building.
Service Delivery
The community centres utilise the contribution from the Council to cover a proportion of their core costs (e.g. staffing, rent, utilities etc.), and this commitment of funding enables them to generate additional income for the borough in a range of different ways, which in turn allows them to deliver far more than could be achieved with one off grant funding. Any reductions to their funding would impact on their ability to do this, as well as potentially resulting in staffing reductions and reduction or withdrawal of service delivery, it may even mean they cease to exist. Any reduction also needs to be considered in the context of rising costs for these organisations; staffing, rent and utility costs are all increasing so even retaining the grant at the current level would represent a real terms cut to their funding.
Future expected outcomes
The community centres contribute to prevention and demand reduction, by providing a wide range of activities and support to residents in areas where there is high levels of need. This forms part of our place-based offer going forward. If funding is reduced it will limit their ability to contribute to these priorities, either due to a reduction in the activity they are able to deliver, or by diverting time and resources into sourcing funding from elsewhere to cover the costs of delivery.
Organisation
None
Workforce
None
Communities and Service Users
The community centres make a significant contribution to outcomes for residents in Oldham, and particularly within our most deprived communities. Any reduction of funding to these organisations is likely to have a disproportionate impact on our most disadvantaged residents, and particularly on the local communities within which they are key anchors.
Children and Young People
The community centres provide activities and support for children, and their families.
Oldham Cares
None
Other Partner Organisations
There is a risk of impact on the trust and relationships with the wider VCFSE sector by the reduction of this funding.

Who are the key stakeholders?

Staff	
Elected Members	**Y**
Residents	**Y**
Local business community	
Schools	
Trade Unions	
External partners (if yes please specify below)	**Y**
Action Together, Community Centres Network	
Other Council departments (if yes please specify below)	**Y**
Property & Projects	
Other (if yes please specify below)	

Benefits to the organisation/staff/customers including performance improvements
A £0.016m contribution to the Council's 2024/25 budget gap.

Section C

Key Risks and Mitigations – include any interdependencies

Risk	**Mitigation**
There is a risk that the community centres are unable to develop plans, or secure alternative funding, to cover their core costs in the timeframe needed. This may result in reduction of service offer or closure to the centres.	We will involve Action Together as trusted partners to provide support directly to groups with business and sustainability planning and to support engagement with them.

Key Development and Delivery Milestones

Milestone	Timeline
Consultation with affected organisations	January 2024
Reduced grants awarded for 24-25	April 2024

Section D

Consultation required?	Y

	Start	Conclusion
Staff		
Trade Union		
Public		
Service Users		
Other	Immediately	Ongoing

Equality Impact Screening

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

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

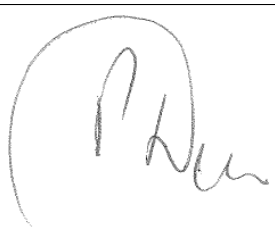
EIA required? (choose YES if any of the above impacts are YES)	Y

Section E

Finance comments
This proposal will achieve a budget saving of £16k per annum from 2024/25 by reducing the annual grant paid to Greenacres Community Centre and the Werneth & Freehold Community Development Project by £8k each.

Signed RO	12 January 2024

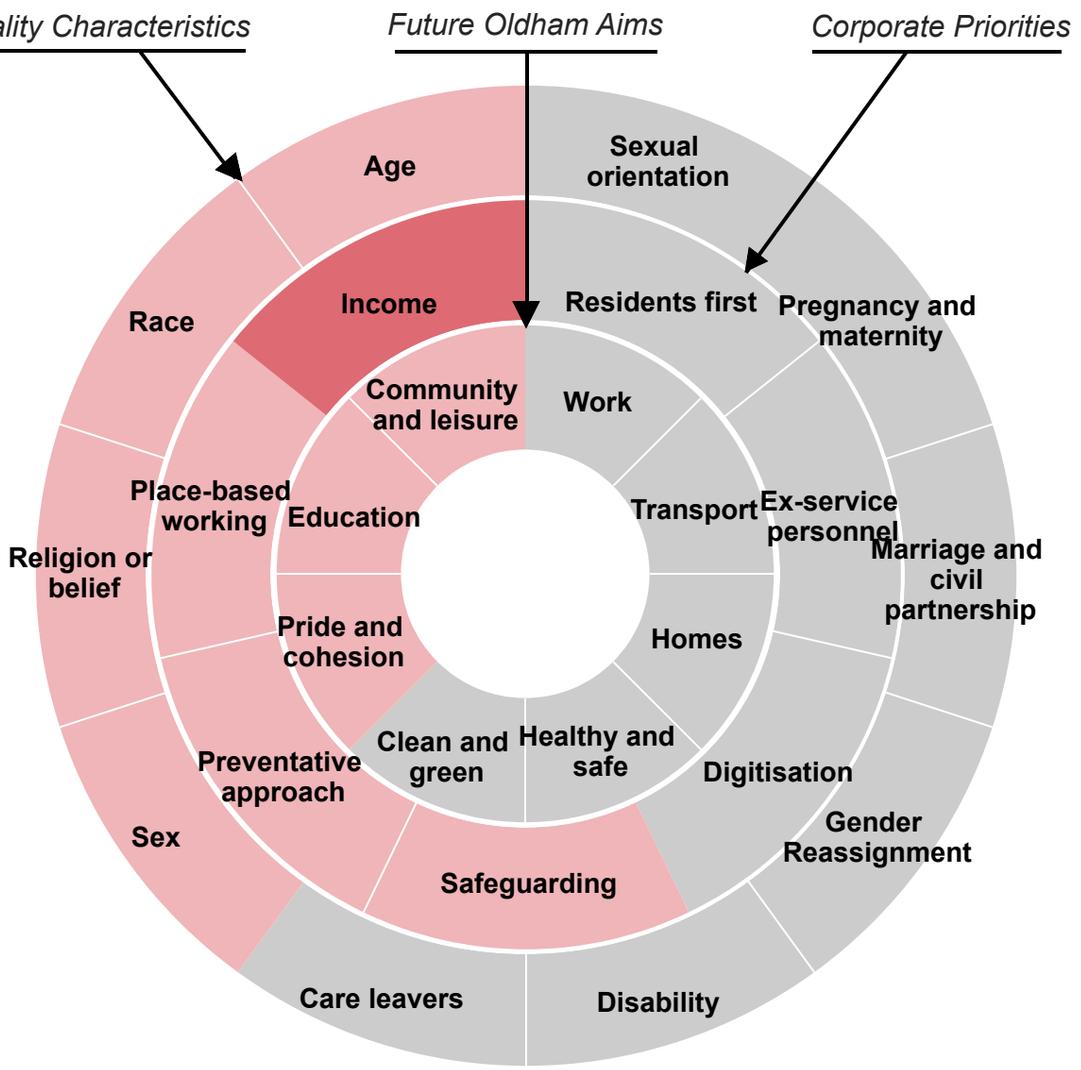
Signed Finance	12 January 2024

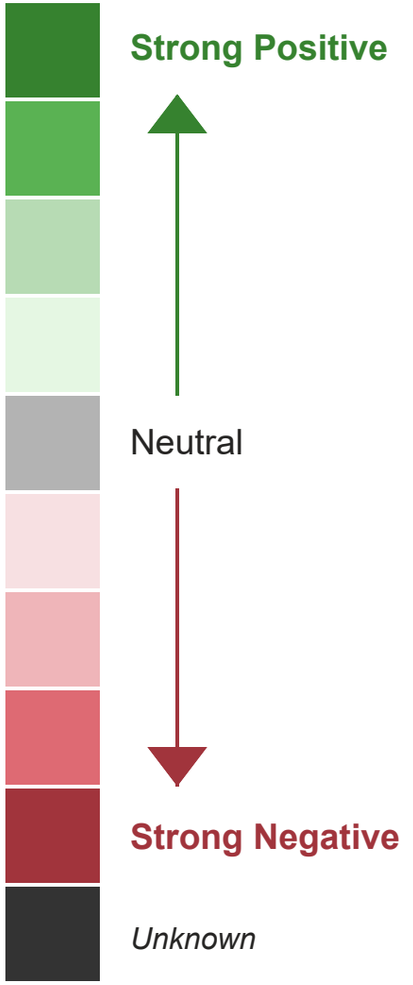
Cabinet Member Signature	
Date	16 January 2024

Priority Programme Fund - Community Centres

completed/last updated by Rachel Dyson on 09/01/2024

Portfolio
Culture and Leisure
Directorate
PPL (People Services)
Service/Team
PPL - Public Health
Is this IA related to a Budget Reduction proposal? **Yes**





Comment on No Positives in whole IA
Both centres provide a range of activities and support to people in their local communities. A reduction in their core funding may limit their ability to provide these activities, to attract project funding, or potentially mean they are not able to continue operating or have to reduce their offer significantly.

Equality Characteristics

Category	Impact	Likely	Duration	Impact Score	Comment
Age	Moderate Negative	Possible	Long Term	-2	Both centres run a range of activities specifically for children and young people, as well as for older people, although all age groups may be affected by a reduction in service.
Race	Moderate Negative	Possible	Long Term	-2	Werneth & Freehold is based within a community with a high % BAME population, who would be impacted by any reduction in service.
Religion or belief	Moderate Negative	Possible	Long Term	-2	Werneth & Freehold is based within a community with a high % Muslim population, who would be impacted by any reduction in service.
Sex	Moderate Negative	Possible	Long Term	-2	Both centres run a range of activities specifically aimed at women, or men.
Care leavers	Neutral	Possible	Long Term	0	
Disability	Neutral	Possible	Long Term	0	
Gender Reassignment	Neutral	Possible	Long Term	0	
Marriage and civil partnership	Neutral	Possible	Long Term	0	
Pregnancy and maternity	Neutral	Possible	Long Term	0	
Sexual orientation	Neutral	Possible	Long Term	0	

Corporate Priorities

Category	Impact	Likely	Duration	Impact Score	Comment
Income	Strong Negative	Possible	Long Term	-4	Both centres offer activities and support to people on low income, and have participated in HAF and HSF schemes to support those people and families. Both centres are based in areas of high deprivation.
Place-based working	Moderate Negative	Possible	Long Term	-2	Both centres offer activities and support within communities where there are high levels of need enabling them to access this close to home. Werneth & Freehold is working alongside the Council in delivery of Early Help and Community Safety outcomes.
Preventative approach	Moderate Negative	Possible	Long Term	-2	Both centres offer a wide range of activities which provide people with activities which improve their general health and wellbeing, as well as providing support around a range of issues when it's needed and through specific delivery programmes. They come into contact with a large number of residents and will be in a position to spot issues or provide advice and guidance at an early point.
Safeguarding	Moderate Negative	Possible	Long Term	-2	Both centres run sessions for children, young people and parents, as well as providing more general support to vulnerable families. Werneth & Freehold also provide specific support to people experiencing Domestic Abuse crisis.
Digitisation	Neutral	Possible	Long Term	0	
Ex-service personnel	Neutral	Possible	Long Term	0	
Residents first	Neutral	Possible	Long Term	0	

Future Oldham Aims

Category	Impact	Likely	Duration	Impact Score	Comment
Community and leisure	Moderate Negative	Possible	Long Term	-2	Both centres offer a wide range of activities which provide people with activities which improve their general health and wellbeing, and provide opportunities to meet with other people and create social connections.
Education	Moderate Negative	Possible	Long Term	-2	Werneth & Freehold provide adult education classes and computer classes.
Pride and cohesion	Moderate Negative	Possible	Long Term	-2	Both centres are anchors within their local communities, and if their activity were to reduce or cease this would have a significant impact on community members' perception of the place and community.
Clean and green	Neutral	Possible	Long Term	0	
Healthy and safe	Neutral	Possible	Long Term	0	
Homes	Neutral	Possible	Long Term	0	
Transport	Neutral	Possible	Long Term	0	
Work	Neutral	Possible	Long Term	0	

Negative Impacts (1 of 2)

Category	Impact	Likely	Duration	Impact Score	What action can be taken to mitigate the potential negative impacts?	Action(s)	Owner(s)	Timescale(s)	If the negative impacts can't be mitigated, why should the project/decision proceed?
Age	Moderate Negative	Possible	Long Term	-2	The main mitigation is to support the organisations to identify alternative sources of income which enable them to maintain their service offer.	Support will be sought from Action Together, to help the organisations with business and sustainability planning.	Rachel Dyson	ASAP	
Community and leisure	Moderate Negative	Possible	Long Term	-2	The main mitigation is to support the organisations to identify alternative sources of income which enable them to maintain their service offer.	Support will be sought from Action Together, to help the organisations with business and sustainability planning.	Rachel Dyson	ASAP	
Education	Moderate Negative	Possible	Long Term	-2	The main mitigation is to support the organisations to identify alternative sources of income which enable them to maintain their service offer.	Support will be sought from Action Together, to help the organisations with business and sustainability planning.	Rachel Dyson	ASAP	
Income	Strong Negative	Possible	Long Term	-4	The main mitigation is to support the organisations to identify alternative sources of income which enable them to maintain their service offer.	Support will be sought from Action Together, to help the organisations with business and sustainability planning.	Rachel Dyson	ASAP	
Place-based working	Moderate Negative	Possible	Long Term	-2	The main mitigation is to support the organisations to identify alternative sources of income which enable them to maintain their service offer.	Support will be sought from Action Together, to help the organisations with business and sustainability planning.	Rachel Dyson	ASAP	
Preventative approach	Moderate Negative	Possible	Long Term	-2	The main mitigation is to support the organisations to identify alternative sources of income which enable them to maintain their service offer.	Support will be sought from Action Together, to help the organisations with business and sustainability planning.	Rachel Dyson	ASAP	
Pride and cohesion	Moderate Negative	Possible	Long Term	-2	The main mitigation is to support the organisations to identify alternative sources of income which enable them to maintain their service offer.	Support will be sought from Action Together, to help the organisations with business and sustainability planning.	Rachel Dyson	ASAP	
Race	Moderate Negative	Possible	Long Term	-2	The main mitigation is to support the organisations to identify alternative sources of income which enable them to maintain their service offer.	Support will be sought from Action Together, to help the organisations with business and sustainability planning.	Rachel Dyson	ASAP	

Negative Impacts (2 of 2)

Category	Impact	Likely	Duration	Impact Score	What action can be taken to mitigate the potential negative impacts?	Action(s)	Owner(s)	Timescale(s)	If the negative impacts can't be mitigated, why should the project/decision proceed?
Religion or belief	Moderate Negative	Possible	Long Term	-2	The main mitigation is to support the organisations to identify alternative sources of income which enable them to maintain their service offer.	Support will be sought from Action Together, to help the organisations with business and sustainability planning.	Rachel Dyson	ASAP	
Safeguarding	Moderate Negative	Possible	Long Term	-2	The main mitigation is to support the organisations to identify alternative sources of income which enable them to maintain their service offer.	Support will be sought from Action Together, to help the organisations with business and sustainability planning.	Rachel Dyson	ASAP	
Sex	Moderate Negative	Possible	Long Term	-2	The main mitigation is to support the organisations to identify alternative sources of income which enable them to maintain their service offer.	Support will be sought from Action Together, to help the organisations with business and sustainability planning.	Rachel Dyson	ASAP	

Strong Positive Impacts that are Possible

Category	Impact	Likely	Duration	Impact Score	What action can be taken to increase the likelihood that positive impacts are realised?	Action(s)	Owner(s)	Timescale(s)

Reference:	COM-BR1-703

Responsible Officer:	Neil Consterdine
Cabinet Member:	Cllr Peter Dean

BR1 - Section A

Portfolio:	Communities and Culture
Service Area:	District Teams
Budget Reduction Title:	District Team re-organisation

Budget Reduction Proposal - Detail and Objectives:

Realignment of District Teams to better support the roll out of PBI and District working, including the administration of Community Councils, partnership meetings, etc. To include:

- Creation of new partnership posts
- Making permanent the 5 engagement coordinator posts whilst ending the 12 FTE fixed term engagement posts
- Specifically, this BR1 budget proposal is for the removal of 1.66FTE vacant Business Support posts.
- Re-shaping our approach to Councillor casework, and re-visiting role of caseworkers because of loss of 1.66 FTE business support post reduction.

The removal of 1.66FTE vacant business support posts would achieve a saving of £50,000.

2023/24 Service Budget and Establishment	£000
Employees	1,338
Other Operational Expenses	240
Income	0
Total	1,578

Current Forecast (under) / overspend	(335k)

Number of posts (Full time equivalent)	36

	2024/25	2025/26	2026/27
Proposed Budget Reduction (£000)	(50)		
Proposed Staffing Reductions (FTE)	1.66		

Is your proposal a 'one-off' in 2024/25 or is it ongoing?	Ongoing

Section B

What impact does the proposal have on the following?

Property
None
Service Delivery
Reformatting the teams, along with the new approach around Councillor casework, will allow the teams to better deliver the Council's Place Based integration (PBI) agenda, as well as provide better and more efficient support to Elected Members.
Future expected outcomes
An improvement in local outcomes, via implementation of PBI
Organisation
None
Workforce
Loss of 1.66 (currently vacant) posts
Communities and Service Users
An improvement in local outcomes, via implementation of PBI
Children and Young People
None
Oldham Cares
Better integration and co-ordination of partnership working
Other Partner Organisations
Better integration and co-ordination of partnership working

Who are the key stakeholders?

Staff	**X**
Elected Members	**X**
Residents	
Local business community	
Schools	
Trade Unions	
External partners (if yes please specify below)	
Other Council departments (if yes please specify below)	
Other (if yes please specify below)	

Benefits to the organisation/staff/customers including performance improvements
As above

Section C

Key Risks and Mitigations – include any interdependencies

Risk	Mitigation
None identified	

Key Development and Delivery Milestones

Milestone	Timeline
Restructure of service	Dependent on timescale for approval

Section D

Consultation required?	Yes

	Start	Conclusion
Staff	Dependent on confirmation	
Trade Union		
Public		
Service Users		
Other		

Equality Impact Screening

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

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

EIA required? (choose YES if any of the above impacts are YES)	**No**

Section E

Finance comments
The deletion of 1.66 (FTE) Vacant business support posts will realise a budget saving of £50k per annum from 2024/25.

Signed RO	12 January 2024

Signed Finance	11 January 2024

Cabinet Member Signature	
Date	16 January 2024

Cllr Hussain

Cabinet Member for Business, Employment and Enterprise

Reference:	PEG-BR1-726

Responsible Officer:	Paul Clifford
Cabinet Member:	Councillor Hussain

BR1 - Section A

Portfolio:	**Business, Employment and Enterprise**
Service Area:	**Get Oldham Working**
Budget Reduction Title:	**Service Restructure**

Budget Reduction Proposal - Detail and Objectives:
Service restructure reducing the establishment by 1 position generating a revenue saving of £29,000

2023/24 Service Budget and Establishment	**£000**
Employees	1,651
Other Operational Expenses	115
Income	(1,477)
Total	**289**

Current Forecast (under) / overspend	0

Number of posts (Full time equivalent)	35

	2024/25	**2025/26**	**2026/27**
Proposed Budget Reduction (£000)	(29)	0	0
Proposed Staffing Reductions (FTE)	1.0	0	0

Is your proposal a 'one-off' in 2024/25 or is it ongoing?	Ongoing

Section B

What impact does the proposal have on the following?

Property
No impact
Service Delivery
No impact
Future expected outcomes
No impact

Organisation
No impact
Workforce
Reduction of 1 FTE, potential increased workload
Communities and Service Users
No impact
Children and Young People
No impact
Oldham Cares
No impact
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	**No**
External partners (if yes please specify below)	**No**
Other Council departments (if yes please specify below)	**No**
Other (if yes please specify below)	**No**

Benefits to the organisation/staff/customers including performance improvements
A £0.029m contribution to the Council's 2024/25 budget gap.

Section C

Key Risks and Mitigations – include any interdependencies

Risk	Mitigation
Reduced resource capacity within the Get Oldham Working Team.	Prioritisation of workloads.

Key Development and Delivery Milestones

Milestone	Timeline
Implementation of new service structure	Assumed 3 months implementation with new service structure 1st May 2025

Section D

Consultation required?	Yes

	Start	Conclusion
Staff	Jan 24	May 24
Trade Union	Jan 24	May 24
Public	N/A	N/A
Service Users	N/A	N/A
Other	N/A	N/A

Equality Impact Screening

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

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

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

Section E

Finance comments
Service comments: Albeit the service utilises income gained to deliver services on Oldham residents, on average, it generates £5 for every £1 of investment by the council to spend on Oldham residents. Displacement of the council investment would risk securing investment in Oldham from national, regional and sub-regional Employment and Skills programmes to be utilised with Oldham residents.

Signed RO	12 January 2024

Signed Finance	12 January 2024

Cabinet Member Signature	
Date	16 January 2024

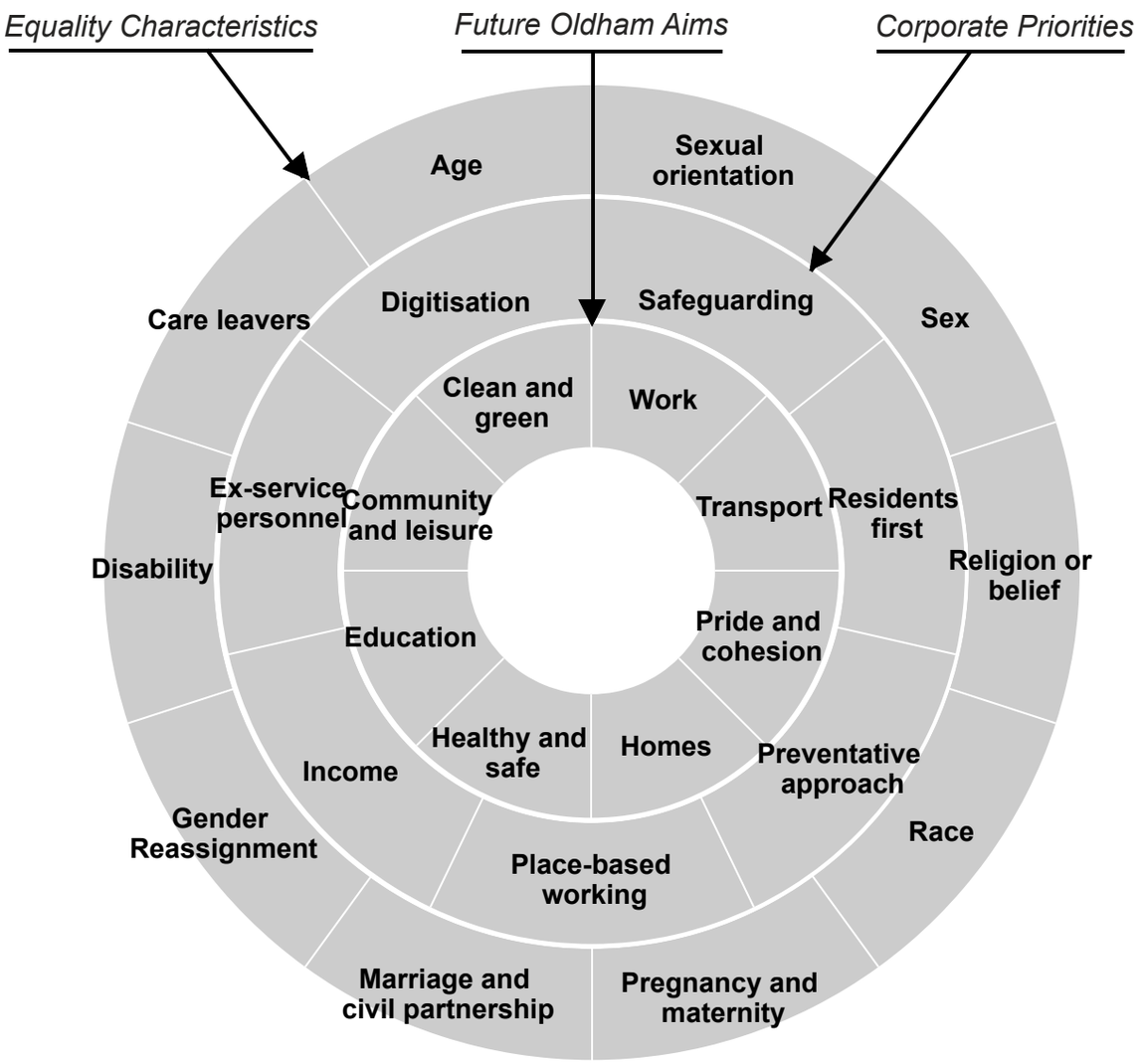
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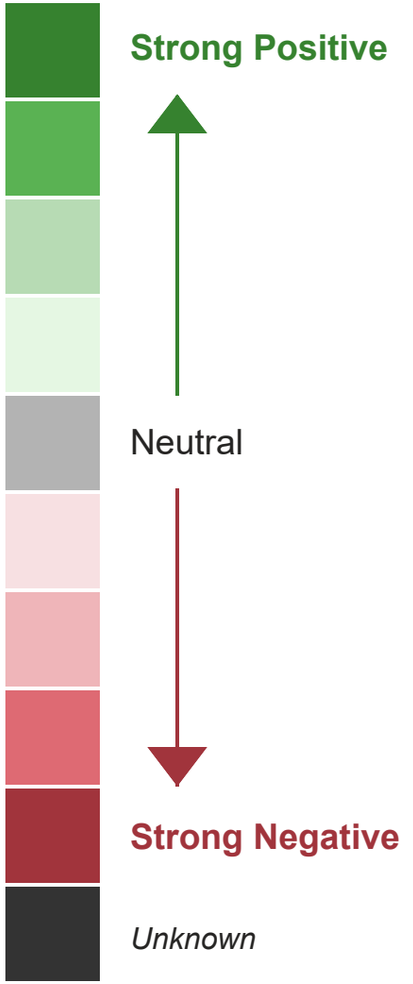
PEG-BR1-726

Get Oldham Working Service Restructure

completed/last updated by Gail Aspinall on 12/01/2024

Portfolio
Employment and Enterprise
Directorate
PEG (Place and Economic Growth)
Service/Team
PEG - Economy
Is this IA related to a Budget Reduction proposal? **Yes**





Comment on No Positives in whole IA
No adverse impact

Equality Characteristics

Category	Impact	Likely	Duration	Impact Score	Comment
Age	Neutral	Very Likely	Long Term	0	No adverse impact
Care leavers	Neutral	Very Likely	Long Term	0	No adverse impact
Disability	Neutral	Very Likely	Long Term	0	No adverse impact
Gender Reassignment	Neutral	Very Likely	Long Term	0	No adverse impact
Marriage and civil partnership	Neutral	Very Likely	Long Term	0	No adverse impact
Pregnancy and maternity	Neutral	Very Likely	Long Term	0	No adverse impact
Race	Neutral	Very Likely	Long Term	0	No adverse impact
Religion or belief	Neutral	Very Likely	Long Term	0	No adverse impact
Sex	Neutral	Very Likely	Long Term	0	No adverse impact
Sexual orientation	Neutral	Very Likely	Long Term	0	No adverse impact

Corporate Priorities

Category	Impact	Likely	Duration	Impact Score	Comment
Digitisation	Neutral	Very Likely	Long Term	0	No adverse impact
Ex-service personnel	Neutral	Very Likely	Long Term	0	No adverse impact
Income	Neutral	Very Likely	Long Term	0	No adverse impact
Place-based working	Neutral	Very Likely	Long Term	0	No adverse impact
Preventative approach	Neutral	Very Likely	Long Term	0	No adverse impact
Residents first	Neutral	Very Likely	Long Term	0	No adverse impact
Safeguarding	Neutral	Very Likely	Long Term	0	No adverse impact

Future Oldham Aims

Category	Impact	Likely	Duration	Impact Score	Comment
Clean and green	Neutral	Very Likely	Long Term	0	No adverse impact
Community and leisure	Neutral	Very Likely	Long Term	0	No adverse impact
Education	Neutral	Very Likely	Long Term	0	No adverse impact
Healthy and safe	Neutral	Very Likely	Long Term	0	No adverse impact
Homes	Neutral	Very Likely	Long Term	0	No adverse impact
Pride and cohesion	Neutral	Very Likely	Long Term	0	No adverse impact
Transport	Neutral	Very Likely	Long Term	0	No adverse impact
Work	Neutral	Very Likely	Long Term	0	No adverse impact

Negative Impacts

Category	Impact	Likely	Duration	Impact Score	What action can be taken to mitigate the potential negative impacts?	Action(s)	Owner(s)	Timescale(s)	If the negative impacts can't be mitigated, why should the project/decision proceed?

Strong Positive Impacts that are Possible

Category	Impact	Likely	Duration	Impact Score	What action can be taken to increase the likelihood that positive impacts are realised?	Action(s)	Owner(s)	Timescale(s)

Reference:	PEG-BR1-727

Responsible Officer:	Paul Clifford
Cabinet Member:	Councillor Hussain

BR1 - Section A

Portfolio:	**Business, Employment and Enterprise**
Service Area:	**Get Oldham Working**
Budget Reduction Title:	**Get Oldham Working Delivery Model**

Budget Reduction Proposal - Detail and Objectives:
Undertake service review of the Get Oldham Working function with a view to shifting to a 100% self-financing model with the potential to deliver a revenue saving of £289,000.

2023/24 Service Budget and Establishment	**£000**
Employees	1,651
Other Operational Expenses	115
Income	(1,477)
Total	**289**

Current Forecast (under) / overspend	0

Number of posts (Full time equivalent)	35

	2024/25	**2025/26**	**2026/27**
Proposed Budget Reduction (£000)	0	(289)	0
Proposed Staffing Reductions (FTE)	0	0	0

Is your proposal a 'one-off' in 2024/25 or is it ongoing?	Ongoing

Section B

What impact does the proposal have on the following?

Property
Potential impact/need to review the Council lease agreement with partner organisation in respect of current premise.
Service Delivery
There would need to be a full assessment of service impacts associated with the consideration of any alternative delivery model safeguarding the provision of existing services and outcomes.
Future expected outcomes
Any service review would need to ensure that current and future outcomes **continue** to be achieved.

- Maximise on contract delivery for the benefit of Oldham residents, by hitting high performance on the Restart and National Careers service contracts, working towards a 100% achievement on engagement, job starts / outcomes and monetary value- by 31st June 2025.
- Continue to deliver a universal service and support approx. 1,000 residents a year outside of contractual work to ensure GOW are supporting key priority groups, such as care leavers, Young People, Ex-offenders, residents with substance misuse, new arrivals, and other key priority groups as and when agreed / requested by senior management / elected members.
- Supporting over 500 Oldham residents who are in work, with better work life balance and an overall increase in salaries to approx. £5m. (Annual target)
- Increase the number of Young People engaging from 50 to 200 and benefiting from the GOW services, 50/60 into paid employment and 100 into education. (Annual target)
- Increase the number of Oldham residents engaging with GOW services that have Learning Disabilities and autism from 15% to 25% and supporting 30% into paid employment. (Annual target)
- Securing a contract(s) or funds to work with approx. 350 Oldham residents who are economically inactive by 31st March 2024.
- Create and fill over 1,250 employment related opportunities, including 850 jobs with local businesses.

Organisation

Potential risk of the loss of organisational employability support and career development support to Oldham Council if activity is constrained by an alternative delivery model.

Workforce

Potential risk of the loss of organisational employability support and career development support to Oldham Council if activity is constrained by an alternative delivery model.

Communities and Service Users

Potential of reduced support for SEND, Care Leavers, furthest away from jobs market; residents with mental health issues and on benefits; ex-offenders; drug and alcohol abuse; redundancy support for business closure if activity is constrained by an alternative delivery model.

Children and Young People

The service currently aims to support 200 young people with 60 young people supported into employment on an annual basis. Potential reduction of support for SEND/CLA unless contracted to do so.

Oldham Cares

A potential reduction in access to GOW therapy for 100 residents which equates to approx 5,200 hours of therapy per year unless contracted to do so.

Other Partner Organisations

DWP and Oldham Job centre; Youth Hub partners supporting Young People;

Who are the key stakeholders?

Staff	**Yes**
Elected Members	**Yes**
Residents	**Yes**
Local business community	**Yes**
Schools	**Yes**
Trade Unions	**Yes**
External partners (if yes please specify below)	**Yes**

Other Council departments (if yes please specify below)	Yes
Development Academy; Economy, procurement. Any recruitment and training support for all council services, as well as redundancy support and career advancement services / NCS.	
Other (if yes please specify below)	

Benefits to the organisation/staff/customers including performance improvements
A £0.289m contribution to the Council's 2025/26 budget gap.

Section C

Key Risks and Mitigations – include any interdependencies

Risk	Mitigation
Fail achieve a self-financing model to address the £289,000 reduction resulting in the scaling back of services and outcome achievement.	Proactive horizon scanning of opportunities and scaling of service to operate within available resource. Prioritised reduction in service.
Risk that GOW could close down if the viability of any alternative delivery model is not fully and comprehensively assessed.	Negotiate with Prime Contractors, seek to support staff to TUPE across to other provision

Key Development and Delivery Milestones

Milestone	Timeline
Undertake Service Review	Apr 24 to May 24
Consultation and approval	Jun 24 to Sep 24
Mobilisation.	Oct 24 to March 25

Section D

Consultation required?	Yes

	Start	Conclusion
Staff	Jun-24	Sep- 24
Trade Union	Jun-24	Sep- 24
Public	Jun-24	Sep- 24
Service Users	Jun-24	Sep- 24
Other	Jun-24	Sep- 24

Equality Impact Screening

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

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

EIA required? (choose YES if any of the above impacts are YES)	**Yes**

Section E

Finance comments
Service comments: Albeit the service utilises income gained to deliver services on Oldham residents, on average, it generates £5 for every £1 of investment by the council to spend on Oldham residents. Displacement of the council investment would risk securing investment in Oldham from national, regional and sub-regional Employment and Skills programmes to be utilised with Oldham residents

Signed RO	12 January 2024

Signed Finance	12 January 2024

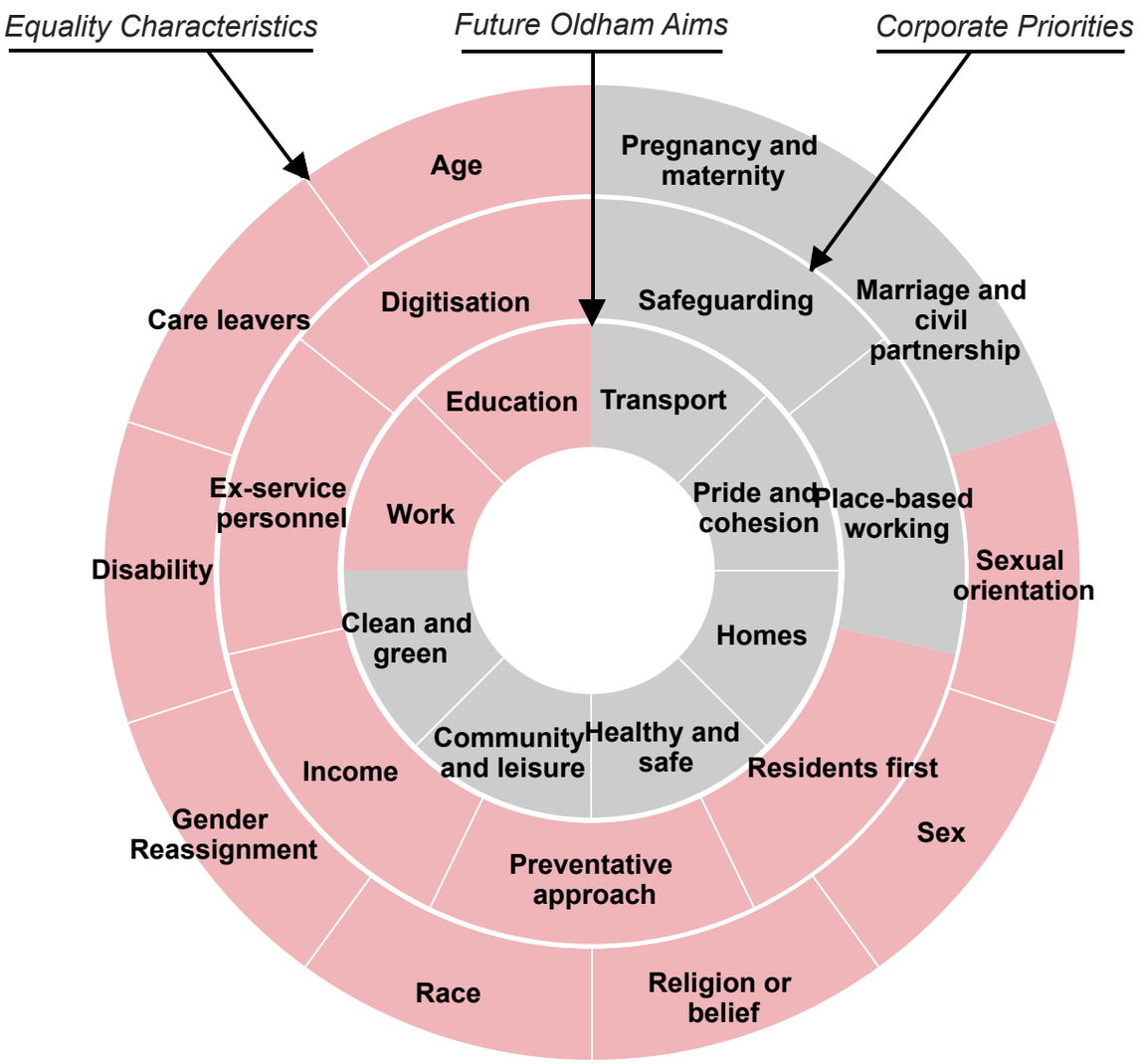
Cabinet Member Signature	
Date	16 January 2024

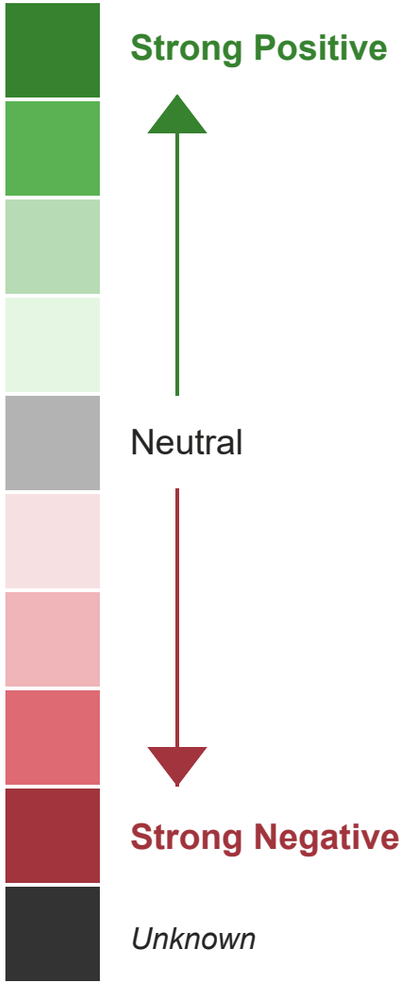
Get Oldham Working Delivery Model

completed/last updated by Gail Aspinall on 12/01/2024

Portfolio
Employment and Enterprise
Directorate
PEG (Place and Economic Growth)
Service/Team
PEG - Economy
Is this IA related to a Budget Reduction proposal? **Yes**

Comment on No Positives in whole IA
Undertake service review of the Get Oldham Working function whilst ensuring that current and future outcomes are achieved





Equality Characteristics

Category	Impact	Likely	Duration	Impact Score	Comment
Age	Moderate Negative	Possible	Long Term	-2	Undertake service review of the Get Oldham Working function with a view to reducing the impact of helping residents of all ages
Care leavers	Moderate Negative	Possible	Long Term	-2	Undertake service review of the Get Oldham Working function with a view to reducing the impact of helping residents who are care leavers
Disability	Moderate Negative	Possible	Long Term	-2	Undertake service review of the Get Oldham Working function with a view to reducing the impact of helping residents with disabilities
Gender Reassignment	Moderate Negative	Possible	Long Term	-2	Undertake service review of the Get Oldham Working function with a view to reducing the impact of helping residents with gender reassignments
Race	Moderate Negative	Possible	Long Term	-2	Undertake service review of the Get Oldham Working function with a view to reducing the impact of helping residents from all races
Religion or belief	Moderate Negative	Possible	Long Term	-2	Undertake service review of the Get Oldham Working function with a view to reducing the impact of helping residents from all religions and beliefs
Sex	Moderate Negative	Possible	Long Term	-2	Undertake service review of the Get Oldham Working function with a view to reducing the impact of helping residents from all sexes
Sexual orientation	Moderate Negative	Possible	Long Term	-2	Undertake service review of the Get Oldham Working function with a view to reducing the impact of helping residents for all sexual orientations
Marriage and civil partnership	Neutral	Very Likely	Long Term	0	No adverse impact
Pregnancy and maternity	Neutral	Very Likely	Long Term	0	No adverse impact

Corporate Priorities

Category	Impact	Likely	Duration	Impact Score	Comment
Digitisation	Moderate Negative	Possible	Long Term	-2	Undertake service review of the Get Oldham Working function with a view to reducing the impact of helping residents use online services
Ex-service personnel	Moderate Negative	Possible	Long Term	-2	Undertake service review of the Get Oldham Working function with a view to reducing the impact of helping residents who are Ex-service personnel
Income	Moderate Negative	Possible	Long Term	-2	Undertake service review of the Get Oldham Working function with a view to reducing the impact of helping residents who are on reduced incomes
Preventative approach	Moderate Negative	Possible	Long Term	-2	Undertake service review of the Get Oldham Working function with a view to reducing the impact of helping residents resolve problems or issues
Residents first	Moderate Negative	Possible	Long Term	-2	Undertake service review of the Get Oldham Working function with a view to reducing the impact of helping residents benefit from Council services
Place-based working	Neutral	Very Likely	Long Term	0	No adverse impact
Safeguarding	Neutral	Very Likely	Long Term	0	No adverse impact

Future Oldham Aims

Category	Impact	Likely	Duration	Impact Score	Comment
Education	Moderate Negative	Possible	Long Term	-2	Undertake service review of the Get Oldham Working function with a view to reducing the impact of helping residents develop their education and skills
Work	Moderate Negative	Possible	Long Term	-2	Undertake service review of the Get Oldham Working function with a view to reducing the impact of helping residents gain employment opportunities
Clean and green	Neutral	Very Likely	Long Term	0	No adverse impact
Community and leisure	Neutral	Very Likely	Long Term	0	No adverse impact
Healthy and safe	Neutral	Very Likely	Long Term	0	No adverse impact
Homes	Neutral	Very Likely	Long Term	0	No adverse impact
Pride and cohesion	Neutral	Very Likely	Long Term	0	No adverse impact
Transport	Neutral	Very Likely	Long Term	0	No adverse impact

Negative Impacts (1 of 2)

Category	Impact	Likely	Duration	Impact Score	What action can be taken to mitigate the potential negative impacts?	Action(s)	Owner(s)	Timescale(s)	If the negative impacts can't be mitigated, why should the project/decision proceed?
Age	Moderate Negative	Possible	Long Term	-2	Proactive horizon scanning of opportunities and scaling of service to operate within available resource and providing support	Proactive horizon scanning of opportunities and scaling of service to operate within available resource and providing support	Jon Bloor	Apr-24 to Mar-25	Undertaking the Get Oldham Working function service review with the aim of shifting to a 100% self-financing model could potentially deliver a revenue saving of £289,000
Care leavers	Moderate Negative	Possible	Long Term	-2	Proactive horizon scanning of opportunities and scaling of service to operate within available resource and providing support	Proactive horizon scanning of opportunities and scaling of service to operate within available resource and providing support	Jon Bloor	Apr-24 to Mar-25	Undertaking the Get Oldham Working function service review with the aim of shifting to a 100% self-financing model could potentially deliver a revenue saving of £289,000
Digitisation	Moderate Negative	Possible	Long Term	-2	Proactive horizon scanning of opportunities and scaling of service to operate within available resource and providing support	Proactive horizon scanning of opportunities and scaling of service to operate within available resource and providing support	Jon Bloor	Apr-24 to Mar-25	Undertaking the Get Oldham Working function service review with the aim of shifting to a 100% self-financing model could potentially deliver a revenue saving of £289,000
Disability	Moderate Negative	Possible	Long Term	-2	Proactive horizon scanning of opportunities and scaling of service to operate within available resource and providing support	Proactive horizon scanning of opportunities and scaling of service to operate within available resource and providing support	Jon Bloor	Apr-24 to Mar-25	Undertaking the Get Oldham Working function service review with the aim of shifting to a 100% self-financing model could potentially deliver a revenue saving of £289,000
Education	Moderate Negative	Possible	Long Term	-2	Proactive horizon scanning of opportunities and scaling of service to operate within available resource and providing support	Proactive horizon scanning of opportunities and scaling of service to operate within available resource and providing support	Jon Bloor	Apr-24 to Mar-25	Undertaking the Get Oldham Working function service review with the aim of shifting to a 100% self-financing model could potentially deliver a revenue saving of £289,000
Ex-service personnel	Moderate Negative	Possible	Long Term	-2	Proactive horizon scanning of opportunities and scaling of service to operate within available resource and providing support	Proactive horizon scanning of opportunities and scaling of service to operate within available resource and providing support	Jon Bloor	Apr-24 to Mar-25	Undertaking the Get Oldham Working function service review with the aim of shifting to a 100% self-financing model could potentially deliver a revenue saving of £289,000
Gender Reassignment	Moderate Negative	Possible	Long Term	-2	Proactive horizon scanning of opportunities and scaling of service to operate within available resource and providing support	Proactive horizon scanning of opportunities and scaling of service to operate within available resource and providing support	Jon Bloor	Apr-24 to Mar-25	Undertaking the Get Oldham Working function service review with the aim of shifting to a 100% self-financing model could potentially deliver a revenue saving of £289,000
Income	Moderate Negative	Possible	Long Term	-2	Proactive horizon scanning of opportunities and scaling of service to operate within available resource and providing support	Proactive horizon scanning of opportunities and scaling of service to operate within available resource and providing support	Jon Bloor	Apr-24 to Mar-25	Undertaking the Get Oldham Working function service review with the aim of shifting to a 100% self-financing model could potentially deliver a revenue saving of £289,000

Negative Impacts (2 of 2)

Category	Impact	Likely	Duration	Impact Score	What action can be taken to mitigate the potential negative impacts?	Action(s)	Owner(s)	Timescale(s)	If the negative impacts can't be mitigated, why should the project/decision proceed?
Preventative approach	Moderate Negative	Possible	Long Term	-2	Proactive horizon scanning of opportunities and scaling of service to operate within available resource and providing support	Proactive horizon scanning of opportunities and scaling of service to operate within available resource and providing support	Jon Bloor	Apr-24 to Mar-25	Undertaking the Get Oldham Working function service review with the aim of shifting to a 100% self-financing model could potentially deliver a revenue saving of £289,000
Race	Moderate Negative	Possible	Long Term	-2	Proactive horizon scanning of opportunities and scaling of service to operate within available resource and providing support	Proactive horizon scanning of opportunities and scaling of service to operate within available resource and providing support	Jon Bloor	Apr-24 to Mar-25	Undertaking the Get Oldham Working function service review with the aim of shifting to a 100% self-financing model could potentially deliver a revenue saving of £289,000
Religion or belief	Moderate Negative	Possible	Long Term	-2	Proactive horizon scanning of opportunities and scaling of service to operate within available resource and providing support	Proactive horizon scanning of opportunities and scaling of service to operate within available resource and providing support	Jon Bloor	Apr-24 to Mar-25	Undertaking the Get Oldham Working function service review with the aim of shifting to a 100% self-financing model could potentially deliver a revenue saving of £289,000
Residents first	Moderate Negative	Possible	Long Term	-2	Proactive horizon scanning of opportunities and scaling of service to operate within available resource and providing support	Proactive horizon scanning of opportunities and scaling of service to operate within available resource and providing support	Jon Bloor	Apr-24 to Mar-25	Undertaking the Get Oldham Working function service review with the aim of shifting to a 100% self-financing model could potentially deliver a revenue saving of £289,000
Sex	Moderate Negative	Possible	Long Term	-2	Proactive horizon scanning of opportunities and scaling of service to operate within available resource and providing support	Proactive horizon scanning of opportunities and scaling of service to operate within available resource and providing support	Jon Bloor	Apr-24 to Mar-25	Undertaking the Get Oldham Working function service review with the aim of shifting to a 100% self-financing model could potentially deliver a revenue saving of £289,000
Sexual orientation	Moderate Negative	Possible	Long Term	-2	Proactive horizon scanning of opportunities and scaling of service to operate within available resource and providing support	Proactive horizon scanning of opportunities and scaling of service to operate within available resource and providing support	Jon Bloor	Apr-24 to Mar-25	Undertaking the Get Oldham Working function service review with the aim of shifting to a 100% self-financing model could potentially deliver a revenue saving of £289,000
Work	Moderate Negative	Possible	Long Term	-2	Proactive horizon scanning of opportunities and scaling of service to operate within available resource and providing support	Proactive horizon scanning of opportunities and scaling of service to operate within available resource and providing support	Jon Bloor	Apr-24 to Mar-25	Undertaking the Get Oldham Working function service review with the aim of shifting to a 100% self-financing model could potentially deliver a revenue saving of £289,000

Strong Positive Impacts that are Possible

Category	Impact	Likely	Duration	Impact Score	What action can be taken to increase the likelihood that positive impacts are realised?	Action(s)	Owner(s)	Timescale(s)

Reference:	PEG-BR1-728

Responsible Officer:	Paul Clifford
Cabinet Member:	Councillor Hussain

BR1 - Section A

Portfolio:	Business, Employment and Enterprise
Service Area:	Strategic Investment Account Management
Budget Reduction Title:	Strategic Investment - Reduced account management

Budget Reduction Proposal - Detail and Objectives:
Service restructure reducing the establishment by 1 FTE generating a revenue saving of £30,000. Proposal will see a reduction in the level of local business support delivered by the Council.

2023/24 Service Budget and Establishment	£000
Employees	289
Other Operational Expenses	4
Income	0
Total	293

Current Forecast (under) / overspend	0

Number of posts (Full time equivalent)	5

	2024/25	2025/26	2026/27
Proposed Budget Reduction (£000)	(30)	0	0
Proposed Staffing Reductions (FTE)	1	0	0

Is your proposal a 'one-off' in 2024/25 or is it ongoing?	Ongoing

Section B

What impact does the proposal have on the following?

Property
Reduced ability to support business enquiries and potential conversion into Council commercial premises.
Service Delivery
The service will need to really focus on priority tasks. This could see a reduced ability to deliver value-added activity such as business engagement events.
Future expected outcomes
Potential reduction in localised business support.

Organisation
N/A
Workforce
Workload pressure on the remaining staff in the service would grow.
Communities and Service Users
Local businesses may see a reduction in localised support.
Children and Young People
N/A
Oldham Cares
N/A
Other Partner Organisations
There is likely to be a greater reliance on support from partner organisations within Oldham such as the Growth Company.

Who are the key stakeholders?

Staff	**Y**
Elected Members	**Y**
Residents	**Y**
Local business community	**Y**
Schools	**N**
Trade Unions	**Y**
External partners (if yes please specify below)	**Y**
Growth Company	
Other Council departments (if yes please specify below)	**Y**
Get Oldham Working, Assets	
Other (if yes please specify below)	

Benefits to the organisation/staff/customers including performance improvements
A £0.030m contribution to the Council's 2024/25 budget gap.

Section C

Key Risks and Mitigations – include any interdependencies

Risk	Mitigation
Cessation of value-added activity potentially including elements such as business engagement events.	Prioritisation of workloads.
Reduced level of localised business support within Oldham.	Greater reliance on referrals to partner organisations.

Key Development and Delivery Milestones

Milestone	Timeline
Implementation of new service structure	Assumed 3 months implementation with new service structure 1st May 2025

Section D

Consultation required?	**Y**

	Start	Conclusion
Staff	Jan 24	May 24
Trade Union	Jan 24	May 24
Public	N/A	N/A
Service Users	N/A	N/A
Other	N/A	N/A

Equality Impact Screening

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

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

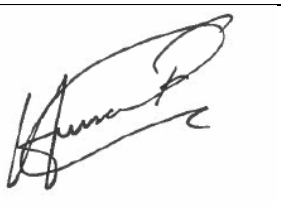
EIA required? (choose YES if any of the above impacts are YES)	**No**

Section E

Finance comments
Budget saving to be achieved through staff reductions.

Signed RO	12 January 2024

Signed Finance	12 January 2024

Cabinet Member Signature	
Date	.16 January 2024

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APPENDIX 7: Budget Position 2024/25 and 2025/26 post Budget Proposals

	2024/25 £000	2025/26 £000
Prior Year Net Revenue Budget	**275,474**	**289,065**
Adjustments to the Base Budget	0	0
Flexible use of Capital Receipts	2,600	2,600
Reversal of Use of Reserves	9,886	10,753
Reversal of MRP	4,800	0
Reversal of Transfer to GMCA BR Reserve	28	(94)
Revised Base Position	**292,788**	**302,324**
Expenditure Adjustments	0	0
Pay Inflation	10,093	4,772
Contractual Inflation	500	0
Service Inflation	0	1,000
Energy Price Inflation	(1,600)	0
Public Health	918	0
Fees & Charges	(1,000)	(500)
General Demand Pressures - Demographics	2,350	3,500
Impact of National Living Wage Foundation Living Wage commitment	6,236	4,000
Charging Reform	0	1,000
Adult Social Care - Adult Social Care Discharge Fund (BCF)	(1,046)	0
Adult Social Care - Market Sustainablity and Improvement Fund	(1,324)	0
Adult Social Care - Market Sustainablity and Improvement Fund 2023 24	(958)	0
Additional Pressures	10,000	2,000
Temporay Accommodation	2,162	0
Development Fund / Political Priorities / Commitments	500	1,000
Home to School Transport - Additional Costs	750	250
Capital Charges	1,450	3,500
Investment Income	(1,250)	500
Other	803	2,089
Total Expenditure Adjustments	**28,584**	**23,111**
Impact of Levies, the Statutory Charge and Contributions	**872**	**2,634**
Total Expenditure	**322,244**	**328,069**
Funded By:	0	0
Government Grant	0	0
Business Rates Top Up Grant	(47,496)	(48,378)
Grant in Lieu of Business Rates	(27,581)	(31,069)
Public Health Grant	(341)	0
Improved Better Care Fund Grant	(11,188)	(11,188)
Social Care Support Grant	(27,507)	(30,325)
Adult Social Care Reform	0	(1,000)
Housing Benefit Administration Grant	(748)	(700)
Services Grant	(452)	(350)
Other	(214)	(7)
Total Government Grant Funding	**(115,527)**	**(123,017)**
Locally Generated Income	0	0
Retained Business Rates	(56,283)	(55,231)
Council Tax Income - General Purposes	(98,844)	(103,179)
Adult Social Care Precept	(17,311)	(19,800)
Parish Precepts	(350)	(364)
Collection Fund Contribution	(750)	0
Total Locally Generated Income	**(173,538)**	**(178,574)**
Total Funding	**(289,065)**	**(301,591)**
Budget Reduction Requirement	**33,180**	**26,477**
Previously Approved Budget Reductions	**(8,800)**	**(6,321)**
Return on Children's Investment	**0**	**(2,186)**
2024/25 Proposed Budget Reductions	**(11,027)**	**(4,819)**
Total Flexible Use of Capital Receipts	**(2,600)**	**(2,600)**
Reserves	0	0
Bus Reform - Approved 2022/23 Budget	0	(1,432)
General Use of Reserves (Approved 2023/24)	(10,753)	0
Total Use of Reserves	**(10,753)**	**(1,432)**
Net Gap/Budget Reduction Requirement	**0**	**11,305**

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Appendix 8: 2024/25 Indicative Budget Presentation

Divisional Area	2024/25 Base Budget £000	2024/25 Levies & GMCA share of Business Rates Gain £000	2024/25 Budget Adjustments £000	Previously Approved Budget Reductions £000	2024/25 Budget Reductions £000	2024/25 Indicative Budget £000
Community Health & Adult Social Care (CHASC)						
Commissioning	16,711		73	-	(862)	15,922
Community Business Services	1,343		149	-	(175)	1,317
Community Health & Social Care	30,713		4,992	(2,620)	(826)	32,258
Director Adult Social Care	1,938		58	-	(355)	1,641
Learning Disability	15,694		1,565	(1,340)	(357)	15,562
Mental Health	9,240		997	(790)	(223)	9,223
Safeguarding	965		49	-	(5)	1,009
Total Forecast Net Expenditure - CHASC	**76,603**		**7,882**	**(4,750)**	**(2,803)**	**76,932**
Children's Services						
Children's Social Care	51,626		11,600	(47)	(3,501)	59,678
Education, Skills & Early Years	8,853		1,961	71	(657)	10,228
Preventative Services	3,445		299	150	(62)	3,832
Schools	(39)		-	-	-	(39)
Total Forecast Net Expenditure - Children's Services	**63,885**		**13,861**	**174**	**(4,221)**	**73,698**
Public Health						
Public Health (Client and Delivery)	17,713		975	(75)	(104)	18,509
Heritage, Libraries and Arts	5,783		160	-	(95)	5,847
Total Forecast Net Expenditure - Public Health	**23,496**		**1,135**	**(75)**	**(199)**	**24,356**
Communities						
Youth, Leisure & Communities	6,713		167	(57)	(24)	6,799
Total Forecast Net Expenditure - Communities	**6,713**		**167**	**(57)**	**(24)**	**6,799**
Place and Economic Growth						
Economic Development, Enterprise and Skills	3,550		976	(2,356)	(315)	1,855
Environmental Services	56,140	814	1,237	(870)	(1,509)	55,813
Total Forecast Net Expenditure - Place and Economic Growth	**59,691**	**814**	**2,213**	**(3,226)**	**(1,824)**	**57,668**
Corporate Services						
Chief Executive, Management and Executive Office	4,818	58	158	(18)	(225)	4,792
Commissioning and Procurement	557		54	-	(5)	606
Finance	8,188		273	(263)	(345)	7,854
Legal Services	3,772		218	(33)	(20)	3,937
Communications and Research	997		61	(22)	(82)	954
Customer, Digital and Transformation	7,482		671	(436)	(380)	7,337
Strategy and Performance	998		64	-	(106)	956
HR & Organisational Development	3,243		595	(125)	(203)	3,509
Total Forecast Net Expenditure - Corporate Services	**30,056**	**58**	**2,094**	**(897)**	**(1,366)**	**29,945**
Capital Treasury and Technical Accounting						
Capital Treasury and Technical Accounting	27,159	1,237	1,224	30	(589)	29,061
Corporate and Democratic Core	1,004		(6)	-	-	998
Parish Precepts	347		14	-	-	361
Total Forecast Net Expenditure - Capital, Treasury & Technical Accounting	**28,510**	**1,237**	**1,232**	**30**	**(589)**	**30,421**
Total Forecast Net Expenditure	**288,953**	**2,109**	**28,584**	**(8,800)**	**(11,027)**	**299,820**

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Statement of the Chief Financial Officer on Reserves, Robustness of Estimates and Affordability and Prudence of Capital Investments

1. General Fund Balances

1.1. 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.

1.2. 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 put together a financial transformation programme aimed at addressing the financial challenges that the Council faces over the short and medium term.

1.3. Since 2016/17, some £105m of reserves has been approved by members as part of the annual budget setting process to underpin the Council's revenue budget. This is alongside other one-off measures. The 2023/24 revenue budget forecast outturn position highlights a current unfavourable projected variance of £16.2m; which will need to be financed from reserves. This is in addition to the general contribution from reserves of £12.5m towards the 2023/24 budget approved by Council in March 2023 plus contributions from other earmarked reserves for specific projects/initiatives of some £5m. The totality of these actions would mean applying around £33m of Earmarked Reserves to balance the budget in 2023/24. Whilst the level of Earmarked Reserves is sufficient to allow the Council to take this action, it is not a sustainable approach and it significantly reduces the quantum of the Council's available reserve and thus its financial resilience.

1.4. In the light of known financial pressures facing the Council, some £36m was set aside as part of the 2023/24 budget to support the Council's revenue budget in future years – this is held in Balancing Budget and Fiscal Mitigation reserves. The balance on these reserves is forecast to fall to £15.7m by the end of this financial year. As detailed within Section 15 of the Revenue Budget Report, for 2024/25, it is proposed to use corporate reserves of £10.8m (increased from an initial £2.5m approved in March 2023) to balance the 2024/25 budget which, together with other specific contributions from reserves, will mean there is likely to be limited earmarked reserves available to support the 2025/26 budget.

1.5. 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. As detailed within Section 20 of the Revenue Budget Report, the implementation of the Council's transformation programme over the MTFS period is addressing the Council's budget challenge. However, the expected benefits of the transformation programme will be phased over several financial years and the programme and whilst the programme will contribute to the delivery of significant savings which will assist in reducing the gap, in its current form, the programme will not generate sufficient savings to bridge the overall gap.

1.6. Plans to address this in 2024/24 include:

- The establishment of a Delivery Board, chaired by the Leader to monitor the delivery of proposed savings and ensure they are a primary focus of directors;
- The implementation of detailed service reviews to identify additional cost reduction proposals that can be approved during 2024/25. This will commence as soon as the 2024/25 budget is approved; and
- Additional controls (introduced in January 2024) in respect of authorising expenditure and new recruitment.

2. General Fund Balances

2.1. A summary of the balances required to support the 2024/25 revenue budget is shown at Annexe A. It also presents the calculation of an indicative recommended level of balances to support the 2025/26 to 2027/28 budgets.

3. Risk Assessment

3.1. There are two approaches for deciding the optimum level of the general contingency reserve (General Fund Balance) 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.

3.2. 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; and
- Unforeseen events.

3.3. The summary at Annexe A provides a financial value against these areas of risk. This shows that for 2024/525 the level of balances available to support the Council's revenue position should be no less than £30.2m. Similar levels are required throughout the MTFS period.

3.4. The General fund balance is currently £18.9m. This together with level of earmarked reserves available to support the Council's revenue budget means that the Council will start 2024/25 with an adequate level of reserves. However, a further programme of additional, sustainable savings will need to be implemented in 2024/25 in order for reserves to remain at an adequate level throughout the period of the MTFS.

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. In December 2021 the Chartered Institute of Public Finance & Accountancy (CIPFA) issued revised Prudential and Treasury Management Codes in response to concerns about high levels of borrowing to fund commercial investment in a small number of Local Authorities which required all Local Authorities to prepare a Capital Strategy report. The Council was already compliant with this requirement.

4.3. In accordance with previous practice, the Annual Review of the Capital Programme (known as the Summer Review) was completed and subsequently approved by the Capital Investment Programme Board and then approved by Cabinet as part of the Month 6 monitoring report at its meeting of 11 December 2023. This review incorporated 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.

4.4. The outcome of this review was that £28.9m was rephased in 2023/24 to future years with some further re-phasing of 2024/25 spend to later in the Capital Programme. The Capital Programme is kept under regular review, including during the preparation of the Capital Strategy and Capital Programme 2024/25 to 2028/29, with updates to the Programme being reported as part of the monthly monitoring reports. The reprofiling of planned capital spending detailed above has facilitated a reduction to forecast financing costs for 2024/25 of some £1.5m.

4.5. The capital spending plans will 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. This additional borrowing is estimated at some £160m forecast to increase debt servicing costs by £15.5m over the MTFS period, which will add further financial pressure to the Council. Therefore, the Council will need to keep the Capital Programme under constant review during 2024/25: In particular, any new projects that require any significant Prudential Borrowing must be supported by business cases that address the additional costs that will result to ensure that the impact on the General Fund and therefore the council taxpayers are minimised.

Financial Resilience

4.6. The Section 151 Officer has to consider the financial resilience of the Council and its ability to withstand and mitigate the impact of the unknown costs as a result of local and national changes across the MTFS period. There are a number of ways in which the Council demonstrates its financial resilience:

- MTFS review and update – continual update of the key assumptions and forecasts that underpin the Council's MTFS to ensure they remain robust and accurate;
- Budget Risk Assessment – annual assessment of the adequacy of the Council's General Fund Balance to mitigate the impact of risks;

- Reserves Policy – annual review and update of the Council's Reserves Policy to ensure the Council has a strategic approach to the creation and maintenance of Earmarked Reserves;
- Annual Review (Summer Review) of the Capital Programme – annual review to ensure estimates are affordable and prudent;
- Scrutiny and Audit Committees – regular Member scrutiny of the Council's Revenue and Capital financial position throughout the year alongside reports on Financial Resilience and the Reserves Policy; and
- Internal and External Audits – independent audits of the Council's financial management and governance throughout the year including reviews of Fundamental Financial Systems (FFS).

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

4.7. Since 2019/20, the Chartered Institute of Public Finance and Accountancy (CIPFA) have published their Financial Resilience Index, essentially as 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 latest index was published in December 2023.

4.8. The Oldham position for initial years did not highlight any major areas of concern but the December 2022 Index highlighted that the Council had moved to an increased risk level when compared to the Council's Local Authority comparator group. The December 2023 Index, based upon 2022/23 financial results, has maintained the Council at medium risk, albeit with slightly worsening indicators in respect of the Council's level of reserves. Overall, the Council remains to be considered as robust, particularly relative to its comparator authorities. However, when considering the 2023 index it is important to recognise the following:

- The index is based upon the Council's financial results for 2022/23 that showed a deficit of just £1.6m and a relatively healthy level of earmarked reserves. As such it is a lagging indicator and does not take into account the use of reserves and overspend occurring in 2023/24.
- The list of comparator authorities are ones that are facing the same financial challenges as Oldham

Therefore, whilst the 2023 index does provide some comfort, it does need to be treated with some caution.

4.9. Financial resilience is a key consideration for Councils which has become more topical over the last couple of years as a number of Councils have issues Section 114 notices, effectively declaring their inability to meet their financial commitments. During 2023/24 a number of Councils, including Birmingham City Council, Nottingham City Council and Woking District Council have issued Section 114 Notice. A number of other authorities have issued notices that they are at risk of issuing a S114 notice if they do not quickly limit expenditure and deliver savings. Whilst the reasons for the issuing of these notices vary, demand pressures, failure to achieve savings and failure to take the action necessary to correct underlying structural budget gaps have in most cases contributed to weakening financial resilience and ultimately the issuance of Section 114 Notices.

4.10. It 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 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.

4.11. The Council has not yet received the final Annual Report on the financial year 2022/23 from the External Auditors. The report will contain a commentary on the audit of the financial statements as well as an opinion on the Council's Value for Money (VFM) arrangements (outlined above). Although it has not yet been received, in relation to each of the three areas examined, an interim update provided to the Audit Committee of 31 October 2023 indicated that it is expected that the findings will be positive and that no risks or significant weaknesses in arrangements will be reported. As such, Members can have further confidence in the current financial position.

4.12. Financial resilience does depend in part on the Council maintaining an adequate level of reserves and these are detailed within Section 16 of the Revenue Budget 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 June 2023 and it is proposed to action the same review again in 2024/25 after the closure of the accounts for 2023/24 with a review undertaken by the Governance, Strategy & Resources Scrutiny Board.

4.13. Members can be assured that Oldham Council remains financially resilient in the short term. Work has and is taking place to address the on-going financial pressures that the Council is facing with additional investment being made in Children's and Adults Social Care. This strategy relies on the delivery of the transformation programme over the short to medium term and therefore it is vital that the Council delivers on current plans.

4.14. 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 2024/25. However, this is only the case provided that general balances remain at £18.9m for 2024/25 and strategies are put in place to increase to a level approaching £30m over the MTFS period, as calculated and shown in **Annexe A** to this report. Furthermore, all budget options, or in year alternatives, must be monitored closely and delivered as planned.

Annexe A - General Balances Calculation

Area of Risk	2024/25 Value by Risk Factor £000	2025/26 Value by Risk Factor £000	2026/27 to 2028/29 Value by Risk Factor £000
Inflation	5,367	5,199	5,245
Interest rates	500	250	250
Changes to grant funding regimes	830	232	192
Estimated Budgets	2,600	2,650	2,750
Budget Volatility	1,719	1,782	1,805
Budget Reductions	7,152	9,214	5,896
Unforeseen insurance costs	100	100	100
Emergency Planning	5,250	4,750	4,750
Changes to budgets	500	500	500
Financial and Partnership guarantees	4,500	4,250	4,250
Unforeseen events	1,750	2,250	3,750
Total General Fund Balance Requirement (based on Risk Assessment)	**30,267**	**31,176**	**29,488**

DESCRIPTION OF FEES	2023/24 CHARGES	PROPOSED 2024/25 Charge				NET VARIANCE FROM PREVIOUS YEAR	
	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	Satutory TBC	N	0.00	Satutory TBC		
• Room Hire (Green Room) per half day	49.50	53.00	N	0.00	53.00	7.1%	3.50
CERTIFICATES							
• Birth, Death, Marriage, Civil Partnership - Issued on day	11.00	Satutory TBC	N	0.00	Satutory TBC		
NOTICE OF MARRIAGE OR CIVIL PARTNERSHIP							
• Notice of Marriage or Civil Partnership	35.00	Satutory TBC	N	0.00	Satutory TBC		
OTHER FEES							
• Locally authorised corrections on birth, marriage or death registration form	75.00	Satutory TBC	N	0.00	Satutory TBC		
• Corrections on birth, marriage or death registration forms requiring General Register Office (GRO) authorisation	90.00	Satutory TBC	N	0.00	Satutory TBC		
• Changing birth name within the first 12 months	40.00	Satutory TBC	N	0.00	Satutory TBC		
• Local clearance of foreign divorce	50.00	Satutory TBC	N	0.00	Satutory TBC		
• GRO clearance of foreign divorce	75.00	Satutory TBC	N	0.00	Satutory TBC		
• Application for waiver of statutory waiting period for marriage	60.00	Satutory TBC	N	0.00	Satutory TBC		
WEDDING AND FUNERALS AT EXTERNAL VENUES							
REGISTRAR FEES FOR WEDDINGS							
• Monday to Thursday	420.00	456.00	N	0.00	456.00	8.6%	36.00
• Fridays and Saturdays	433.00	471.00	N	0.00	471.00	8.8%	38.00
• Sundays and Bank Holidays	494.00	537.00	N	0.00	537.00	8.7%	43.00
REGISTRAR FEES FOR CIVIL FUNERALS							
• Civil Funeral	165.00	179.00	N	0.00	185.00	12.1%	14.00
• Civil Funeral for Still Births	0.00	No Charge	N	0.00	0.00	N/A	N/A
PROVISIONAL BOOKING FEE							
• Non refundable deposit for all provisional bookings for ceremonies	50.00	54.40	N	0.00	55.00	12.1%	4.40
REGISTER OFFICE CEREMONIES AT CHADDERTON TOWN HALL				0.07			
WEDDINGS / CIVIL CEREMONIES TUESDAY - THURSDAY							
• Register Office (party max 6)	46.00	Satutory TBC	N	0.00	Satutory TBC		
• Chadderton Town Hall - Green Room (max 20) - Monday to Thursday	142.00	126.67	Y	25.33	152.00	7.0%	8.34
• Chadderton Town Hall - Oak Room (max 100)	206.00	200.00	Y	40.00	240.00	16.5%	28.33
• Champagne Toast - Register Office (per person)	8.50	7.50	Y	1.50	9.00	5.9%	0.42
					0.00		
WEDDINGS / CIVIL CEREMONIES FRIDAY & SATURDAY (AM)					0.00		
• Green Room (party max 20) Chadderton Town Hall	152.00	137.50	Y	27.50	165.00	8.5%	10.83
• Oak Room – Former Council Chamber (party max 100) Chadderton Town Hall	235.00	216.67	Y	43.33	260.00	10.6%	20.84

DESCRIPTION OF FEES	2023/24 CHARGES	PROPOSED 2024/25 Charge				NET VARIANCE FROM PREVIOUS YEAR	
	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
WEDDINGS / CIVIL CEREMONIES SATURDAY (PM)							
• Weddings at Chadderton Town Hall - Green or Oak Room	432.00	375.00	Y	75.00	450.00	4.2%	15.00
• Civil Partnerships at Chadderton Town Hall - Green or Oak Room	432.00	375.00	Y	75.00	450.00	4.2%	15.00
WEDDINGS / CIVIL CEREMONIES SUNDAYS AND BANK HOLIDAYS							
• Weddings at Chadderton Town Hall - Green or Oak Room	488.00	425.00	Y	85.00	510.00	4.5%	18.33
• Civil Partnerships at Chadderton Town Hall - Green or Oak Room	488.00	425.00	Y	85.00	510.00	4.5%	18.33
BABY NAMING CEREMONIES							
• Tuesday – Saturday am at Chadderton Town Hall	203.00	183.33	Y	36.67	220.00	8.4%	14.16
• Saturday pm or External Venues	258.00	233.33	Y	46.67	280.00	8.5%	18.33
• Sundays and Bank Holidays	341.00	309.17	Y	61.83	371.00	8.8%	25.00
REAFFIRMATION OF VOWS							
• Tuesday – Saturday am at Chadderton Town Hall	203.00	183.33	Y	36.67	220.00	8.4%	14.16
• Saturday pm or External Venues	258.00	233.33	Y	46.67	280.00	8.5%	18.33
• Sundays and Bank Holidays	341.00	309.17	Y	61.83	371.00	8.8%	25.00
Special day package mon-Sat	680.00	615.83	Y	123.17	739.00	8.7%	49.16
Special day package Sunday/Bank Holiday	818.00	740.83	Y	148.17	889.00	8.7%	59.16
NON - LEGAL PACKAGE							
• Tuesday – Saturday	566.51	513.33	Y	102.67	616.00	8.7%	41.24
• Sundays and Bank Holidays	682.01	618.33	Y	123.67	742.00	8.8%	49.99
CITIZENSHIP CEREMONIES							
• Individual Citizenship Ceremonies	126.00	114.17	Y	22.83	137.00	8.7%	9.17
• Public Citizenship Ceremonies	102.00	Satutory TBC	N	0.00	Satutory TBC		
LIBRARIES, LEISURE AND CULTURE							
LIBRARY CARD							
• Adults	2.20	2.30	N	0.00	2.30	4.5%	0.10
• Concession	1.10	1.10	N	0.00	1.10	0.0%	0.00
• Book Reservations	0.00	FREE	N	0.00	0.00	N/A	N/A
• Inter Library Reservations	6.00	6.50	N	0.00	6.50	8.3%	0.50
• Loan of Music Score	50.00	54.00	N	0.00	54.00	0.0%	0.00
• Loan of Play Sets	20.00	21.70	N	0.00	21.70	8.5%	1.70
PHOTOCOPYING AND PRINTING							
• A4 B&W	0.20	0.20	N	0.00	0.20	0.0%	0.00
• A4 Colour	1.00	1.00	N	0.00	1.00	0.0%	0.00
• A3 B&W	0.30	0.30	N	0.00	0.30	0.0%	0.00
• A3 Colour	1.50	1.60	N	0.00	1.60	6.7%	0.10
FAX							
• Send - All £1.00 first sheet, 0.50p per subsequent sheet	1.10	1.10	N	0.00	1.10	0.0%	0.00
• Receive - All	1.10	1.10	N	0.00	1.10	0.0%	0.00

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LIBRARIES ROOM HIRE							
• Performance Space Oldham Library	28.00	30.40	N	0.00	30.40	8.6%	2.40
• Meeting Rooms	14.00	15.20	N	0.00	15.20	8.6%	1.20
• Sensory Room - Public bookings for half an hour slot	3.30	3.50	N	0.00	3.50	6.1%	0.20
• Sensory Room - Themed session - price per child attending	3.30	3.50	N	0.00	3.50	6.1%	0.20
• Sensory Room - Group bookings for one hour slots	11.00	11.90	N	0.00	11.90	8.2%	0.90
• Sensory Room - Book Bag Session	33.00	35.90	N	0.00	35.90	8.8%	2.90
• Sensory Room - Schools and private settings annual subscription offer- includes two sessions per month, incorporating two book bag sessions	237.00	257.00	N	0.00	257.00	8.4%	20.00
FINES							
• Books, DVDs, CD ROMS per day		No Charge	N				
OLDHAM THEATRE WORKSHOP							
ACTING & DEVISING WORKSHOP							
• In Oldham	61.00	66.00	N	0.00	66.00	8.2%	5.00
• In Oldham (concession)	33.00	35.00	N	0.00	35.00	6.1%	2.00
• Outside Oldham	79.00	85.00	N	0.00	85.00	7.6%	6.00
• Outside Oldham (concession)	42.00	45.00	N	0.00	45.00	7.1%	3.00
CREATE A PERFORMANCE							
• In Oldham	80.00	87.00	N	0.00	87.00	8.8%	7.00
• In Oldham on benefit	40.00	43.00	N	0.00	43.00	7.5%	3.00
• Outside Oldham	101.00	109.00	N	0.00	109.00	7.9%	8.00
• Outside Oldham on benefit	55.00	59.00	N	0.00	59.00	7.3%	4.00
IMAGINEERS							
• In Oldham	53.00	57.00	N	0.00	57.00	7.5%	4.00
• In Oldham on benefit	27.00	29.00	N	0.00	29.00	7.4%	2.00
• Outside Oldham	70.00	76.00	N	0.00	76.00	8.6%	6.00
• Outside Oldham on benefit	35.00	38.00	N	0.00	38.00	8.6%	3.00
SHOW (SUMMER AND CHRISTMAS)							
• In Oldham	116.00	126.00	N	0.00	126.00	8.6%	10.00
• In Oldham on benefit	58.00	63.00	N	0.00	63.00	8.6%	5.00
• Outside Oldham	136.00	147.00	N	0.00	147.00	8.1%	11.00
• Outside Oldham on benefit	68.00	73.00	N	0.00	73.00	7.4%	5.00
SHOW (SUMMER SMALLER SHOW)							
• In Oldham	98.00	106.00	N	0.00	106.00	8.2%	8.00
• In Oldham on benefit	51.00	55.00	N	0.00	55.00	7.8%	4.00
• Outside Oldham	109.00	118.00	N	0.00	118.00	8.3%	9.00
• Outside Oldham on benefit	57.00	62.00	N	0.00	62.00	8.8%	5.00
• Summer Holiday Show in a Week one price for all	80.00	87.00	N	0.00	87.00	8.8%	7.00
• Actors House - Once a year one price for all	35.00	38.00	N	0.00	38.00	8.6%	3.00
• Making Trails	35.00	38.00	N	0.00	38.00	8.6%	3.00
• Adult Group	35.00	38.00	N	0.00	38.00	8.6%	3.00
SHOW TICKET PRICE							
• Full price	10.00	10.80	N	0.00	10.80	8.0%	0.80
• Concession Price	8.00	8.70	N	0.00	8.70	8.7%	0.70
Small show full price	9.00	9.70	N	0.00	9.70	7.8%	0.70
Small show concession price	7.00	7.60	N	0.00	7.60	8.6%	0.60
One price shows	8.00	8.70	N	0.00	8.70	8.7%	0.70

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LOCAL STUDIES & ARCHIVES							
LOCAL STUDIES LIBRARY							
• Photocopying	0.20 - 1.30	0.00 - 1.00	N	0.00	0.00 - 1.00	-100.0%	-0.20 - -0.30
• Photocopying of Archives	0.50 - 2.10	0.00 - 2.00	N	0.00	0.00 - 2.00	-100.0%	-0.50 - -0.10
• Microfiche	0.80 - 1.60	0.00 - 1.00	N	0.00	0.00 - 1.00	-100.0%	-0.80 - -0.60
• Use of Digital Camera	6.60 - 13.20	7.00 - 14.00	N	0.00	7.00 - 14.00	6.1%	0.40 - 0.80
• OS 25" Map Copies	13.20	14.30	N	0.00	14.30	8.3%	1.10
• Lectures	33.00	35.90	N	0.00	35.90	8.8%	2.90
• Research	6.60 - 38.50	07.00 - 41.00	N	0.00	07.00 - 41.00	6.1%	0.40 - 2.50
• Copies of photographs	6.60	7.10	N	0.00	7.10	7.6%	0.50
REPRODUCTION							
• Books, periodicals, e-books, CD-Roms	33 - 132	35.00 - 143.00	N	0.00	35.00 - 143.00	6.1%	2.00 - 11.00
• Presentations and internal reports	66 - 132	71.00 - 143.00	N	0.00	71.00 - 143.00	7.6%	5.00 - 11.00
• Advertising in newspapers and periodicals	66 - 132	71.00 - 143.00	N	0.00	71.00 - 143.00	7.6%	5.00 - 11.00
• Television	66 - 770	71.00 - 837.00	N	0.00	71.00 - 837.00	7.6%	5.00 - 67.00
• Videos DVD's and films	132 - 264	143.00 - 287.00	N	0.00	143.00 - 287.00	8.3%	11.00 - 23.00
• Exhibitions	66.00	71.80	N	0.00	71.80	8.8%	5.80
• Interior Decoration of commercial premises	66.00	71.80	N	0.00	71.80	8.8%	5.80
OLDHAM GALLERY							
OLDHAM GALLERY ROOM HIRE							
• Education Suite Per hour	25.00	27.20	N	0.00	27.20	8.8%	2.20
• Education Suite - Out of Hours	0.00	Price on Arrangement	N	0.00	0.00	N/A	N/A
• Gallery Per Hour	0.00	Price on Arrangement	N	0.00	0.00	N/A	N/A
• All Gallery	0.00	Price on Arrangement	N	0.00	0.00	N/A	N/A
GALLERY OLDHAM LEARNING ACTIVITIES							
• School's workshop	110.00	119.00	N	0.00	119.00	8.2%	9.00
• Go Explorers (toddlers sessions) - child charge	3.85	4.10	N	0.00	4.10	6.5%	0.25
• Adult Art & Craft class	22.00	23.00	N	0.00	23.00	4.5%	1.00
• Small Cinema ticket	2.75	2.90	N	0.00	2.90	5.5%	0.15
• Loan Boxes	55.00	59.00	N	0.00	59.00	7.3%	4.00
REVENUES & BENEFITS							
• Court Summons Council Tax	82.50	89.00	N	0.00	89.00	7.9%	6.50
• Court Summons NNDR	100.50	109.00	N	0.00	109.00	8.5%	8.50
MUSIC CENTRE							
MUSIC CENTRE ACTIVITIES							
(Membership Fees - Academic year charges Sepember to August annually)							
• Tuition Fees per term	53.50	56.00	N	0.00	56.00	6.5%	2.50
• Tuition Fees Additional siblings per term	44.20	47.00	N	0.00	47.00	6.5%	2.80
• Tuition Fees Pre-school per term	59.40	63.00	N	0.00	63.00	6.5%	3.60
• Tuition Fees Adults per term	62.00	66.00	N	0.00	66.00	6.5%	4.00
• Tuition Fees Additional Groups per term	62.00	66.00	N	0.00	66.00	6.5%	4.00
• Letting of rooms (public) per hour per term	58.30	62.00	N	0.00	62.00	6.5%	3.70
• Letting of rooms (exam board) per day per term	200.00	213.00	N	0.00	213.00	6.5%	13.00

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SERVICES DELIVERED IN SCHOOLS							
(Academic year charges Sepember to August annually)							
• Whole Class Instrumental Tuition (WCIT)	2,680.00	2,854.00	N	0.00	2,854.00	6.5%	174.00
• Ongoing Opportunities (first 30 mins)	0.00	FREE	N	0.00	0.00	N/A	N/A
• Ongoing Opportunities (additional 30 min blocks)	1,130.00	1,203.00	N	0.00	1,203.00	6.5%	73.00
• Hands and Voices	2,250.00	2,396.00	N	0.00	2,396.00	6.5%	146.00
• Tune-in to Talking	2,250.00	2,396.00	N	0.00	2,396.00	6.5%	146.00
• Music Therapy	2,250.00	2,396.00	N	0.00	2,396.00	6.5%	146.00
• Pre-WCIT Class Music	2,250.00	2,396.00	N	0.00	2,396.00	6.5%	146.00
• Curriculum KS2 Class Music	2,250.00	2,396.00	N	0.00	2,396.00	6.5%	146.00
• Musical Beginnings (pre-school music classes)	2,250.00	2,396.00	N	0.00	2,396.00	6.5%	146.00
• Choir/Band/Ensemble rehearsals	2,250.00	2,396.00	N	0.00	2,396.00	6.5%	146.00
• Small Group instrumental/vocal tuition	2,250.00	2,396.00	N	0.00	2,396.00	6.5%	146.00
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	456.00	496.00	N	0.00	496.00	8.8%	40.00
• Environmental Education Course fee per group excludes transport to/ from centre per half day	342.00	372.00	N	0.00	372.00	8.8%	30.00
• Outdoor Education activities per instructor includes equipment & minibus to/from & during activities per day	260.00	282.00	N	0.00	282.00	8.5%	22.00
• Outdoor Education activities per instructor includes equipment & minibus to/from & during activities per half day	195.00	212.00	N	0.00	212.00	8.7%	17.00
• Use of minibus by groups for activities not associated with the Service	89.65	97.00	N	0.00	97.00	8.2%	7.35
OTHER GROUPS INCLUDING ACADEMIES WITHOUT SLA'S							
• Environmental Education Course fee per group excludes transport to/ from centre per day	604.80	548.00	Y	109.60	657.60	8.7%	44.00
• Outdoor Education activities per instructor includes equipment & minibus during activities but excludes transport to/ from Centre per day	468.00	424.00	Y	84.80	508.80	8.7%	34.00
• Outdoor Education activities per instructor includes equipment & minibus during activities but excludes transport to/ from Centre per half day	351.00	318.00	Y	63.60	381.60	8.7%	25.50
RESIDENTIAL CHARGES PER PERSON PER NIGHT							
OLDHAM SCHOOLS, ACADEMIES WITH SLA'S & IYS							
• Castleshaw Primary pupil accommodation	6.96	6.30	Y	1.26	7.56	8.6%	0.50
• Castleshaw Secondary pupil accommodation	10.86	9.80	Y	1.96	11.76	8.3%	0.75
• Castleshaw Adult accommodation	13.86	12.50	Y	2.50	15.00	8.2%	0.95
• Castleshaw Laundry	3.96	3.50	Y	0.70	4.20	6.1%	0.20
• Castleshaw Camping - Per Person, Per night	6.60	5.90	Y	1.18	7.08	7.3%	0.40
OTHER GROUPS INCLUDING ACADEMIES WITHOUT SLA'S							
• Castleshaw - Under 12 years accommodation	11.30	10.20	Y	2.04	12.24	8.3%	0.78
• Castleshaw - Under 16 years accommodation	13.20	11.90	Y	2.38	14.28	8.2%	0.90
• Castleshaw - Adult accommodation	18.70	16.90	Y	3.38	20.28	8.5%	1.32
• Castleshaw Laundry	3.96	3.50	Y	0.70	4.20	6.1%	0.20
• Castleshaw Camping - Per Person, Per night	6.60	5.90	Y	1.18	7.08	7.3%	0.40

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CATERING PER PERSON							
OLDHAM SCHOOLS, ACADEMIES WITH SLA'S & IYS							
• Castleshaw Breakfast - Under 12 years	2.87	3.10	N	0.00	3.10	8.0%	0.23
• Castleshaw Packed lunch - Under 12 years	4.62	5.00	N	0.00	5.00	8.2%	0.38
• Castleshaw Evening meal - Under 12 years	5.53	6.00	N	0.00	6.00	8.5%	0.47
• Castleshaw Breakfast - Under 16 years	3.41	3.70	N	0.00	3.70	8.5%	0.29
• Castleshaw Packed lunch - Under 16 years	5.05	5.40	N	0.00	5.40	6.9%	0.35
• Castleshaw Evening meal - Under 16 years	5.83	6.30	N	0.00	6.30	8.1%	0.47
• Castleshaw Breakfast - Adult	4.28	4.60	N	0.00	4.60	7.5%	0.32
• Castleshaw Packed lunch - Adult	5.83	6.30	N	0.00	6.30	8.1%	0.47
• Castleshaw Evening meal - Adult	8.44	9.10	N	0.00	9.10	7.8%	0.66
OTHER GROUPS INCLUDING ACADEMIES WITHOUT SLA'S							
• Castleshaw Breakfast - Under 12 years	3.44	3.10	Y	0.62	3.72	8.0%	0.23
• Castleshaw Packed lunch - Under 12 years	5.54	5.00	Y	1.00	6.00	8.2%	0.38
• Castleshaw Evening meal - Under 12 years	6.64	6.00	Y	1.20	7.20	8.5%	0.47
• Castleshaw Breakfast - Under 16 years	4.09	3.70	Y	0.74	4.44	8.5%	0.29
• Castleshaw Packed lunch - Under 16 years	6.06	5.40	Y	1.08	6.48	6.9%	0.35
• Castleshaw Evening meal - Under 16 years	7.00	6.30	Y	1.26	7.56	8.1%	0.47
• Castleshaw Breakfast - Adult	5.14	4.60	Y	0.92	5.52	7.5%	0.32
• Castleshaw Packed lunch - Adult	7.00	6.30	Y	1.26	7.56	8.1%	0.47
• Castleshaw Evening meal - Adult	10.13	9.10	Y	1.82	10.92	7.8%	0.66
• Castleshaw Cooked lunch (if available) - Adult	10.13	9.10	Y	1.82	10.92	7.8%	0.66
VARIOUS OTHER CHARGES							
OLDHAM SCHOOLS, ACADEMIES WITH SLA'S & IYS							
• Castleshaw - Daily hire of centre	256.67	279.20	N	0.00	279.20	8.8%	22.53
• Castleshaw - meeting room hire per half day	77.00	83.70	N	0.00	83.70	8.7%	6.70
• Castleshaw - meeting room hire per day	154.00	167.50	N	0.00	167.50	8.8%	13.50
• Castleshaw - yurt hire per half day	77.00	83.70	N	0.00	83.70	8.7%	6.70
• Castleshaw - yurt hire per day	154.00	167.50	N	0.00	167.50	8.8%	13.50
• Under occupancy	5.80	6.30	N	0.00	6.30	8.6%	0.50
• Castleshaw Refreshments	3.30	3.50	N	0.00	3.50	6.1%	0.20
• Transport	261.00	283.90	N	0.00	283.90	8.8%	22.90
OTHER GROUPS INCLUDING ACADEMIES WITHOUT SLA'S							
• Castleshaw - Daily hire of centre	308.00	279.20	Y	55.84	335.04	8.8%	22.53
• Castleshaw - meeting room hire per half day	92.40	83.70	Y	16.74	100.44	8.7%	6.70
• Castleshaw - meeting room hire per day	184.80	167.50	Y	33.50	201.00	8.8%	13.50
• Castleshaw - yurt hire per half day	92.40	83.70	Y	16.74	100.44	8.7%	6.70
• Castleshaw - yurt hire per day	184.80	167.50	Y	33.50	201.00	8.8%	13.50
• Under occupancy	11.30	10.20	Y	2.04	12.24	8.3%	0.78
• Castleshaw booking deposit	198.00	179.50	Y	35.90	215.40	8.8%	14.50
• Castleshaw Refreshments	3.96	3.50	Y	0.70	4.20	6.1%	0.20
• Transport	319.00	347.00	N	0.00	347.00	8.8%	28.00
SCHOOL SWIMMING SERVICE				0.00			
• Swimming session - 30 minutes per week x 38 weeks	2,961.00	3,221.50	N	0.00	3,221.50	8.8%	260.50
STUDY SUPPORT							
• Schools Linking Project Core Offer April - March	1,650.00	1,795.20	N	0.00	1,795.20	8.8%	145.20
Children University Annual Membership Fee September - July							
• Primary School	435.60	473.90	N	0.00	473.90	8.8%	38.30
• Secondary School	605.00	658.20	N	0.00	658.20	8.8%	53.20
Laticzone Alternative Provision							
• 1-1 Provision per student per day	297.00	269.20	Y	53.84	323.04	8.8%	21.70
• Group of 4 (Charge per student per day)	149.16	135.20	Y	27.04	162.24	8.8%	10.90

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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			N/A	N/A
• Get Oldham Working - A range of free courses are available for eligible learners		FREE	N			N/A	N/A
• Adult Education Budget (AEB) classes per hour	3.45	3.70	N	0.00	3.70	7.2%	0.25
• Concessionary fee for Adult Education Budget (AEB)		FREE	N			N/A	N/A
• Skills for Life - English and Maths, Family Learning & Digital Skills (EDSQ)		FREE	N			N/A	N/A
ACCREDITATION FEES - ALL PAYABLE AT ENROLMENT							
• Full fee		Actual awarding body Charge	N			N/A	N/A
• Concessionary fee		FREE	N			N/A	N/A
CRECHE PROVISION							
• Full fee paying learner per child per session	4.30	4.60	N	0.00	4.60	7.0%	0.30
• Concessionary fee per child per session		FREE	N			N/A	N/A
NON-GREATER MANCHESTER RESIDENTS							
• Full fee		Prices on application	N			N/A	N/A
ROOM HIRE: INDIVIDUALS AND EXTERNAL SERVICES							
• Weekdays (per hour)	25.83	28.10	N	0.00	28.10	8.8%	2.27
• Weekends (per hour) Saturday (Up to 5pm)	35.73	38.80	N	0.00	38.80	8.6%	3.07
• Weekends (per hour) Saturday (after 5pm) + Sunday (up to 4pm)	43.05	46.80	N	0.00	46.80	8.7%	3.75
• Specialist space hire i.e. kitchen, I.T Rooms (per hour)	32.02	34.80	N	0.00	34.80	8.7%	2.78
ADULT SOCIAL CARE - PROTECTION OF PROPERTY							
• Admin fee with property search	610.80	664.50	N	0.00	664.50	8.8%	53.70
• Admin fee without property search	341.07	371.00	N	0.00	371.00	8.8%	29.93
• Burial/cremation	0.00	Cost of service	N	0.00	0.00	N/A	N/A
• Administration fee (per hour)	19.38	21.00	N	0.00	21.00	8.4%	1.62
• Storage of property less than 28 days	0.00	FREE	N	0.00	0.00		
• Storage of property over 28 days (per month)	65.87	71.60	N	0.00	71.60	8.7%	5.73
• Deferred Payment Agreement set up fee	580.43	631.50	N	0.00	631.50	8.8%	51.07
• Deferred Payment Annual Fee	279.99	304.60	N	0.00	304.60	8.8%	24.61
• Deferred Payment Closure Fee	129.22	140.50	N	0.00	140.50	8.7%	11.28
• Appointeeship Charges - Residential	5.38	5.80	N	0.00	5.80	7.8%	0.42
• Appointeeship Charges - Community	10.76	11.70	N	0.00	11.70	8.7%	0.94

DESCRIPTION OF FEES	2023/24 CHARGES	PROPOSED 2024/25 Charge				NET VARIANCE FROM PREVIOUS YEAR	
	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
ADULT SOCIAL CARE - HOUSING AND CARE							
• New Health and Well-Being Charge in Extra Care Housing (per week)		Actual cost of provision	N			N/A	N/A
• Helpline services (per week) - Bronze	2.75	2.90	N	0.00	2.90	5.5%	0.15
• Helpline services (per week) - Silver	6.05	6.50	N	0.00	6.50	7.4%	0.45
• Helpline services (per week) - Gold	7.15	7.70	N	0.00	7.70	7.7%	0.55
• Housing 21 Helpline services (per week) - Silver	3.85	4.10	N	0.00	4.10	6.5%	0.25
• Housing 21 Helpline services (per week) - Gold	5.50	5.90	N	0.00	5.90	7.3%	0.40
• Installing Helpline	44.00	47.80	N	0.00	47.80	8.6%	3.80
• Installing a Keysafe	71.50	77.70	N	0.00	77.70	8.7%	6.20
• Installing Helpline and a Keysafe	104.50	113.60	N	0.00	113.60	8.7%	9.10
• Assistive Technology per item per week	1.10	1.10	N	0.00	1.10	0.0%	0.00
• Pill Dispenser (lost or damaged)	165.00	179.50	N	0.00	179.50	8.8%	14.50
• Lost or Missing Equipment	0.00	Dependent on Equipment	N	0.00	0.00	N/A	N/A
COURT OF PROTECTION FEES							
• Work up to First Order	745.00	Satutory TBC	N	0.00	Satutory TBC		
• Lodgement of Account	216.00	Satutory TBC	N	0.00	Satutory TBC		
• General working first year (assets over £16K)	775.00	Satutory TBC	N	0.00	Satutory TBC		
• General work in any subsequent year (assets over £16K)	650.00	Satutory TBC	N	0.00	Satutory TBC		
• Subsequent year - Assets over £16K (3.5% of balance)	0.00	Satutory TBC	N	0.00	Satutory TBC		
• Annual property management fee	300.00	Satutory TBC	N	0.00	Satutory TBC		
• Preparation of a basic HMRC tax return on behalf of the client	70.00	Satutory TBC	N	0.00	Satutory TBC		
• Preparation of a complex HMRC tax return on behalf of the client	140.00	Satutory TBC	N	0.00	Satutory TBC		
• Travel Rates - deputy visits to client @ £40 per hour	0.00	Satutory TBC	N	0.00	Satutory TBC		
FACILITIES MANAGEMENT							
CHADDERTON TOWN HALL / FAILSWORTH TOWN HALL							
• Hourly Charge (including 1 Steward)	99.00	107.70	N	0.00	107.70	8.8%	8.70
• Data Projector Screen	23.65	25.70	N	0.00	25.70	8.7%	2.05
• Microphone	13.75	14.90	N	0.00	14.90	8.4%	1.15
• Screen	7.15	7.70	N	0.00	7.70	7.7%	0.55
• Flip Chart	7.15	7.70	N	0.00	7.70	7.7%	0.55
• PA System	38.50	41.80	N	0.00	41.80	8.6%	3.30
• Data Projector Screen	24.75	26.90	N	0.00	26.90	8.7%	2.15
QUEEN ELIZABETH HALL AND CHADDERTON TOWN HALL STEWARDS							
• Hourly Charge Per Steward	18.15	19.70	N	0.00	19.70	8.5%	1.55
• Minimum Charge 4 Hours	88.00	95.70	N	0.00	95.70	8.8%	7.70
• QEH hires including Parking Provision Evening and Sundays only	351.78	318.90	Y	63.78	382.68	8.8%	25.75
LINK CENTRE ROOM HIRE MEETING ROOM 1 AND 2 (PER HOUR)							
• Weekdays 8:30 -17:00	22.00	23.90	N	0.00	23.90	8.6%	1.90
• Evenings 17:00 - 21:30	29.15	31.70	N	0.00	31.70	8.7%	2.55
• Saturday	35.75	38.80	N	0.00	38.80	8.5%	3.05
• Sunday	44.00	47.80	N	0.00	47.80	8.6%	3.80

DESCRIPTION OF FEES	2023/24 CHARGES	PROPOSED 2024/25 Charge				NET VARIANCE FROM PREVIOUS YEAR	
	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	44.00	47.80	N	0.00	47.80	8.6%	3.80
• Evenings 17:00 - 21:30	51.15	55.60	N	0.00	55.60	8.7%	4.45
• Saturday	60.50	65.80	N	0.00	65.80	8.8%	5.30
• Sunday	71.50	77.70	N	0.00	77.70	8.7%	6.20
FUNCTION ROOMS (HALF ROOM - PER HOUR)							
• Weekdays 8:30 -17:00	30.80	33.50	N	0.00	33.50	8.8%	2.70
• Evenings 17:00 - 21:30	38.50	41.80	N	0.00	41.80	8.6%	3.30
• Saturday	44.00	47.80	N	0.00	47.80	8.6%	3.80
• Sunday	55.00	59.80	N	0.00	59.80	8.7%	4.80
FUNCTION ROOMS (QUARTER ROOM - PER HOUR)							
• Weekdays 8:30 -17:00	22.00	23.90	N	0.00	23.90	8.6%	1.90
• Evenings 17:00 - 21:30	28.60	31.10	N	0.00	31.10	8.7%	2.50
• Saturday	38.50	41.80	N	0.00	41.80	8.6%	3.30
• Sunday	44.00	47.80	N	0.00	47.80	8.6%	3.80
INTERVIEW ROOM (PER HOUR)							
• Weekdays 8:30 -17:00	8.25	8.90	N	0.00	8.90	7.9%	0.65
• Evenings 17:00 - 21:30	13.20	14.30	N	0.00	14.30	8.3%	1.10
• Saturday	19.25	20.90	N	0.00	20.90	8.6%	1.65
• Sunday	24.75	26.90	N	0.00	26.90	8.7%	2.15
TREATMENT ROOM (PER HOUR)							
• Weekdays 8:30 -17:00	13.75	14.90	N	0.00	14.90	8.4%	1.15
• Evenings 17:00 - 21:30	19.25	20.90	N	0.00	20.90	8.6%	1.65
• Saturday	27.50	29.90	N	0.00	29.90	8.7%	2.40
• Sunday	38.50	41.80	N	0.00	41.80	8.6%	3.30
PHYSIOTHERAPY ROOM (PER HOUR)							
• Weekdays 8:30 -17:00	16.50	17.90	N	0.00	17.90	8.5%	1.40
• Evenings 17:00 - 21:30	22.00	23.90	N	0.00	23.90	8.6%	1.90
• Saturday	28.60	31.10	N	0.00	31.10	8.7%	2.50
• Sunday	41.80	45.40	N	0.00	45.40	8.6%	3.60
RELAXATION ROOM (PER HOUR)							
• Weekdays 8:30 -17:00	16.50	17.90	N	0.00	17.90	8.5%	1.40
• Evenings 17:00 - 21:30	22.00	23.90	N	0.00	23.90	8.6%	1.90
• Saturday	28.60	31.10	N	0.00	31.10	8.7%	2.50
• Sunday	41.80	45.40	N	0.00	45.40	8.6%	3.60
USE OF CAFÉ AREA (PER HOUR)							
• Evenings 17:00 - 21:30	29.15	31.70	N	0.00	31.70	8.7%	2.55
• Saturday	38.50	41.80	N	0.00	41.80	8.6%	3.30
• Sunday	44.00	47.80	N	0.00	47.80	8.6%	3.80
USE OF AMENITIES (PER HOUR)							
• Evenings 17:00 - 21:30	29.15	31.70	N	0.00	31.70	8.7%	2.55
• Saturday	38.50	41.80	N	0.00	41.80	8.6%	3.30
• Sunday	44.00	47.80	N	0.00	47.80	8.6%	3.80

DESCRIPTION OF FEES	2023/24 CHARGES	PROPOSED 2024/25 Charge				NET VARIANCE FROM PREVIOUS YEAR	
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ADDITIONAL EQUIPMENT / SERVICE HIRE (PER HOUR)							
• Projector(includes wide screen)	11.00	11.90	N	0.00	11.90	8.2%	0.90
• TV / DVD	14.30	15.50	N	0.00	15.50	8.4%	1.20
• Laptop	14.30	15.50	N	0.00	15.50	8.4%	1.20
• Flip Chart Stands	3.30	3.50	N	0.00	3.50	6.1%	0.20
• Photocopying (per sheet)	0.17	0.10	N	0.00	0.10	-41.2%	-0.07
• Large Water Boiler	7.15	7.70	N	0.00	7.70	7.7%	0.55
OFFICE AND ROOM LETTINGS							
HONEYWELL CENTRE - COMMERCIAL RATES PER HOUR							
• Hall	44.00	47.80	N	0.00	47.80	8.6%	3.80
• Youth Wing	38.50	41.80	N	0.00	41.80	8.6%	3.30
• Community Room 1	27.50	29.90	N	0.00	29.90	8.7%	2.40
• Community Room 2	27.50	29.90	N	0.00	29.90	8.7%	2.40
• IT Suite	33.00	35.90	N	0.00	35.90	8.8%	2.90
• Studio 2	38.50	41.80	N	0.00	41.80	8.6%	3.30
• Fitness/Dance Studio	13.75	14.90	N	0.00	14.90	8.4%	1.15
Discounts on the above charges will be applied for community and voluntary groups							

DESCRIPTION OF FEES	2023/24 CHARGES	PROPOSED 2024/25 Charge				NET VARIANCE FROM PREVIOUS YEAR	
	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
ON STREET CAR PARKING							
MONDAY - SATURDAY 8AM TO 6PM							
• 0 - 45 minutes	0.20	0.20	N	0.00	0.20	0.0%	0.00
• 0 - 1 hour	0.40	0.40	N	0.00	0.40	0.0%	0.00
• 0 - 1 hour 30 minutes	0.70	0.80	N	0.00	0.80	14.3%	0.10
• 0 - 2 hours	1.10	1.20	N	0.00	1.20	9.1%	0.10
• Annual Parking Waiver (On Street Only)	330.00	359.00	N	0.00	359.00	8.8%	29.00
• Short Term Parking Waiver 2 - 28 days	40.00	43.50	N	0.00	43.50	8.8%	3.50
• Short Term Parking Waiver 1 day	24.00	26.10	N	0.00	26.10	8.8%	2.10
OFF STREET CAR PARKING		CP daily rates not yet adjusted					
TOMMYFIELD MARKET CAR PARK (INC DISABLED BADGE HOLDERS)							
MONDAY - FRIDAY 8AM TO MIDNIGHT							
• 0 – 30 minutes	0.90	0.75	Y	0.15	0.90	0.0%	0.00
• 0 – 1 hour	1.50	1.33	Y	0.27	1.60	6.4%	0.08
• 0 – 2 hours	2.20	1.92	Y	0.38	2.30	4.9%	0.09
• 0 – 3 hours	3.30	2.92		0.00	3.50	6.2%	0.17
SATURDAY AND SUNDAY							
• 0 – 3 hours		FREE	Y			N/A	N/A
BOW STREET/SOUTHGATE STREET/WATERLOO STREET CAR PARKS							
Disabled Badge Holders - all day		FREE	Y			N/A	N/A
MONDAY - FRIDAY 8AM TO MIDNIGHT							
• 0 – 1 hour	1.30	1.17	Y	0.23	1.40	8.3%	0.09
• 0 – 2 hours	1.90	1.67	Y	0.33	2.00	5.7%	0.09
• 0 – 3 hours	2.30	2.08	Y	0.42	2.50	8.3%	0.16
• 0 – 5 hours	3.20	2.83		0.00	3.40	6.0%	0.16
• Over 5 hours	5.00	4.50	Y	0.90	5.40	7.9%	0.33
SATURDAY AND SUNDAY							
• 0 – 3 hours		FREE	Y			N/A	N/A
• 0 – 5 hours	3.20	2.83	Y	0.57	3.40	6.0%	0.16
• Over 5 hours	5.00	4.50	Y	0.90	5.40	7.9%	0.33
DOVESTONES (SADDLEWORTH) CAR PARK							
ALL DAYS 8AM TO MIDNIGHT							
• 0 – 2 hours	1.10	0.92	Y	0.18	1.10	0.0%	0.00
• 2 – 4 hours	2.20	1.92	Y	0.38	2.30	4.9%	0.09
• All Day	4.40	3.92	Y	0.78	4.70	6.8%	0.25
FORMER SPORTS CENTRE CAR PARK (INCL DISABLED BADGE HOLDERS)							
MONDAY TO FRIDAY 8AM TO 6PM							
• 0 – 2 hours	1.70	1.50	Y	0.30	1.80	5.6%	0.08
• 2 - 4 hours	3.00	2.67	Y	0.53	3.20	6.8%	0.17
• All Day	7.30	6.58	Y	1.32	7.90	8.2%	0.50
SATURDAY							
• 0 – 3 hours		FREE	Y			N/A	N/A
• 0 - 4 hours	3.00	2.67	Y	0.53	3.20	6.8%	0.17
• All Day	7.30	6.58	Y	1.32	7.90	8.2%	0.50
SUNDAY							
• All Day		FREE	Y			N/A	N/A

DESCRIPTION OF FEES	2023/24 CHARGES	PROPOSED 2024/25 Charge				NET VARIANCE FROM PREVIOUS YEAR	
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CIVIC CENTRE CAR PARK							
Disabled Badge Holders 0- 3 hours		FREE	Y			N/A	N/A
MONDAY TO FRIDAY 8AM TO 7PM							
• 0 – 1 hour	1.40	1.25	Y	0.25	1.50	6.8%	0.08
• 0 – 2 hours	2.00	1.75	Y	0.35	2.10	4.8%	0.08
• 0 – 3 hours	2.70	2.42	Y	0.48	2.90	7.6%	0.17
• 0 – 4 hours	3.80	3.42	Y	0.68	4.10	7.9%	0.25
• 0 – 5 hours	4.00	3.58	Y	0.72	4.30	7.5%	0.25
• Over 5 hours	8.80	7.92	Y	1.58	9.50	8.0%	0.59
SATURDAY AND SUNDAY 8AM TO 7PM							
• 0 – 3 hours		FREE	Y			N/A	N/A
• 0 – 4 hours	3.80	3.42	Y	0.68	4.10	7.9%	0.25
• 0 – 5 hours	4.00	3.58	Y	0.72	4.30	7.5%	0.25
• Over 5 hours	8.80	7.92	Y	1.58	9.50	8.0%	0.59
MONDAY - FRIDAY 7PM TO MIDNIGHT							
• 0 to 5 hours	1.30	1.17	Y	0.23	1.40	8.3%	0.09
SATURDAY AND SUNDAY 7PM TO MIDNIGHT		0.00	Y	0.00	0.00		
• 0 – 3 hours		FREE	Y			N/A	N/A
• 0 – 5 hours	1.30	1.17	Y	0.23	1.40	8.3%	0.09
NEW RADCLIFFE STREET CAR PARK (INCL DISABLED BADGE HOLDERS)							
ALL DAYS 8AM TO MIDNIGHT							
• 0 – 3 hours		FREE	Y			N/A	N/A
• 0 – 5 hours	3.20	2.83	Y	0.57	3.40	6.0%	0.16
• Over 5 hours	5.00	4.50	Y	0.90	5.40	7.9%	0.33
BRADSHAW STREET CAR PARK							
MONDAY TO FRIDAY 8AM TO 6PM							
Disabled Badge Holders all day		FREE	Y			N/A	N/A
• 0 – 1 hour	1.30	1.17	Y	0.23	1.40	8.3%	0.09
• 0 – 2 hours	1.90	1.67	Y	0.33	2.00	5.7%	0.09
• 0 – 3 hours	2.30	2.08	Y	0.42	2.50	8.3%	0.16
• 0 – 4 hours	3.10	2.75	Y	0.55	3.30	6.6%	0.17
• 0 – 5 hours	3.70	3.33	Y	0.67	4.00	8.1%	0.25
• Over 5 hours	7.70	6.92	Y	1.38	8.30	7.8%	0.50
SATURDAY AND SUNDAY 8AM TO 6PM							
• 0 – 3 hours		FREE	Y			N/A	N/A
• 0 – 4 hours	1.30	1.17	Y	0.23	1.40	8.3%	0.09
• 0 – 5 hours	3.70	3.33	Y	0.67	4.00	8.1%	0.25
• Over 5 hours	7.70	6.92	Y	1.38	8.30	7.8%	0.50
MONDAY - FRIDAY 6PM TO MIDNIGHT							
• 0 to 6 hours	1.60	1.42	Y	0.28	1.70	6.8%	0.09
SATURDAY AND SUNDAY 6PM TO MIDNIGHT							
• 0 – 3 hours		FREE	Y			N/A	N/A
• 0 – 6 hours	1.60	1.42	Y	0.28	1.70	6.8%	0.09

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PRINCE STREET							
MONDAY TO FRIDAY 8AM TO MIDNIGHT							
0 – 2 Hours	1.10	0.92	Y	0.18	1.10	0.0%	0.00
All Day	2.70	2.42	Y	0.48	2.90	7.6%	0.17
0 – 6 hours (after 6pm)	1.10	0.92	Y	0.18	1.10	0.0%	0.00
SATURDAY AND SUNDAY							
0-3 hours		FREE	Y			N/A	N/A
All day	2.20	1.92	Y	0.38	2.30	4.9%	0.09
ROSCOE STREET							
MONDAY TO FRIDAY 8AM TO MIDNIGHT							
0 – 1 hour	1.30	1.17	Y	0.23	1.40	8.3%	0.09
0 – 2 Hours	1.90	1.67	Y	0.33	2.00	5.7%	0.09
0 – 3 hours	2.30	2.08	Y	0.42	2.50	8.3%	0.16
0 – 5 hours	3.20	2.83	Y	0.57	3.40	6.0%	0.16
Over 5 hours	5.00	4.50	Y	0.90	5.40	7.9%	0.33
SATURDAY AND SUNDAY							
0-3 hours		FREE	Y			N/A	N/A
0-5 hours	3.20	2.83	Y	0.57	3.40	6.0%	0.16
Over 5 hours	5.00	4.50	Y	0.90	5.40	7.9%	0.33
HOBSON STREET							
MONDAY TO FRIDAY 8AM TO MIDNIGHT							
0 – 1 hour	1.30	1.17	Y	0.23	1.40	8.3%	0.09
0 – 2 Hours	1.90	1.67	Y	0.33	2.00	5.7%	0.09
0 – 3 hours	2.30	2.08	Y	0.42	2.50	8.3%	0.16
0 – 5 hours	3.20	2.83	Y	0.57	3.40	6.0%	0.16
Over 5 hours	5.00	4.50	Y	0.90	5.40	7.9%	0.33
SATURDAY AND SUNDAY	FREE	FREE				N/A	N/A
HOBSON STREET CAR PARK CONTRACT PARKING							
• Annual	798.00	723.50	Y	144.70	868.20	8.8%	58.50
• Disabled Badge Holders		FREE	Y			N/A	N/A
SUSPENSION COSTS							
• Deployment of a small suspension (up to 20 cones)	38.50	34.83	Y	6.97	41.80	8.6%	2.75
• Deployment of a medium suspension (21 to 40 cones)	77.00	69.75	Y	13.95	83.70	8.7%	5.58
• Deployment of a large suspension (41 to 100 cones)	115.50	104.67	Y	20.93	125.60	8.7%	8.42
CONTRACT PASS CHARGES							
• Bradshaw St	858.00	777.92	Y	155.58	933.50	8.8%	62.92
• Bow Street	768.00	696.25	Y	139.25	835.50	8.8%	56.25
• Southgate Street	822.00	745.25	Y	149.05	894.30	8.8%	60.25
• Waterloo Street	822.00	745.25	Y	149.05	894.30	8.8%	60.25

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SCHOOL MEALS							
MAINTAINED SCHOOLS							
Meal per day for Child (from 1st September 2023)	2.70	2.90	N	0.00	2.90	8.8%	0.20
Meal per day for Adult (from 1st September 2023)	3.48	3.10	Y	0.62	3.72	8.8%	0.20
PARKS AND OPEN SPACES							
• Hire of large park or playing field	501.60	454.70	Y	90.94	545.64	8.8%	36.70
• Concessionary use by a Charity	316.14	286.60	Y	57.32	343.92	8.8%	23.15
• Hire of small park or playing field	233.64	211.80	Y	42.36	254.16	8.8%	17.10
• Concessionary use by a Charity	158.08	143.30	Y	28.66	171.96	8.8%	11.57
OUTDOOR FACILITIES (CHARGES SEASONAL)							
FOOTBALL, RUGBY, LACROSSE AND HOCKEY							
CHANGING ACCOMMODATION							
• Grade A - Good	240.90	262.00	N	0.00	262.00	8.8%	21.10
• Grade B - Above Average	189.20	205.00	N	0.00	205.00	8.4%	15.80
• Grade C - Average	160.60	174.00	N	0.00	174.00	8.3%	13.40
PITCH							
• Grade A	515.90	561.00	N	0.00	561.00	8.7%	45.10
• Grade B	435.60	473.00	N	0.00	473.00	8.6%	37.40
• Grade C	378.40	411.00	N	0.00	411.00	8.6%	32.60
• Occasional use of pitch including accommodation	137.51	124.17	Y	24.83	149.00	8.4%	9.58
• Occasional use of pitch only	103.39	93.33	Y	18.67	112.00	8.3%	7.17
• Occasional use of changing accommodation per hour	30.25	26.67	Y	5.33	32.00	5.8%	1.46
JUNIOR CHARGES							
• 75% of the above charges		75% of above				N/A	N/A
CRICKET							
• Use of pitch per season alternate Saturdays without changing accommodation	480.70	523.00	N	0.00	523.00	8.8%	42.30
• Use of pitch per season alternate Saturdays with changing accommodation	618.20	672.60	N	0.00	672.60	8.8%	54.40
• Casual use of pitch and changing accommodation per match	137.51	124.17	Y	24.83	149.00	8.4%	9.58
• Casual use of pitch without changing accommodation per match	103.39	93.33	Y	18.67	112.00	8.3%	7.17

DESCRIPTION OF FEES	2023/24 CHARGES	PROPOSED 2024/25 Charge				NET VARIANCE FROM PREVIOUS YEAR	
	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
CEMETERIES							
NEW GRAVES							
• New grave for 1 or 2 people	1,019.70	1,101.00	N	0.00	1,101.00	8.0%	81.30
• (Non resident)	1,529.00	1,651.00	N	0.00	1,651.00	8.0%	122.00
• New grave for 3 interments	1,080.20	1,167.00	N	0.00	1,167.00	8.0%	86.80
• (Non resident)	1,613.70	1,743.00	N	0.00	1,743.00	8.0%	129.30
• New grave for 2 interments including foundation	1,215.50	1,313.00	N	0.00	1,313.00	8.0%	97.50
• (Non resident)	1,720.40	1,858.00	N	0.00	1,858.00	8.0%	137.60
• New grave for 3 interments including foundation	1,269.40	1,371.00	N	0.00	1,371.00	8.0%	101.60
• (Non resident)	1,802.90	1,947.00	N	0.00	1,947.00	8.0%	144.10
• Plot for cremated remains – Crompton	918.50	992.00	N	0.00	992.00	8.0%	73.50
• Plot for cremated remains – Crompton (non resident)	1,364.00	1,473.00	N	0.00	1,473.00	8.0%	109.00
• Plot for cremated remains – Hollinwood	438.90	474.00	N	0.00	474.00	8.0%	35.10
• Plot for cremated remains – Hollinwood (non resident)	645.70	697.00	N	0.00	697.00	8.0%	51.30
• Appointment to choose a new grave or locate a grave with staff assistance	43.62	47.00	N	0.00	47.00	8.0%	3.38
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	996.60	1,076.00	N	0.00	1,076.00	8.0%	79.40
• Interment Fee (non resident)	1,487.20	1,606.00	N	0.00	1,606.00	8.0%	118.80
• Still born and Non-viable foetus	0.00	No Charge to the public	N	0.00	0.00	N/A	N/A
• Exhumation fees	1,370.60	1,480.00	N	0.00	1,480.00	8.0%	109.40
SURCHARGES FOR BURIALS							
• Monday to Friday between 2.30pm and 4.00pm	61.16	66.00	N	0.00	66.00	8.0%	4.84
• Monday to Friday after 4.00pm	246.95	267.00	N	0.00	267.00	8.0%	20.05
• Burials (Saturday, Sunday or Bank Holidays)	636.90	595.00	N	0.00	595.00	-6.6%	-41.90
INTERMENT OF CREMATED REMAINS							
• Interment in earthen graves or vaults	266.20	287.00	N	0.00	287.00	8.0%	20.80
• Strewing of cremated remains (Non Oldham resident)	60.50	65.00	N	0.00	65.00	8.0%	4.50
						8.0%	
MONUMENTAL FEES							
• Permission to erect a memorial not exceeding 3’ in height	208.45	225.00	N	0.00	225.00	8.0%	16.55
• Permission to erect a memorial not exceeding 3’ in height (non resident)	294.80	318.00	N	0.00	318.00	8.0%	23.20
• Permission to install kerbs (Maximum 6ft x 3ft) designated areas only	302.50	327.00	N	0.00	327.00	8.0%	24.50
• Permission to add an additional inscription	55.55	60.00	N	0.00	60.00	8.0%	4.45
• Provision of memorial under 2’	79.20	86.00	N	0.00	86.00	8.0%	6.80

DESCRIPTION OF FEES	2023/24 CHARGES	PROPOSED 2024/25 Charge				NET VARIANCE FROM PREVIOUS YEAR	
	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
OTHER CHARGES							
• Bricked Grave for 2 persons	895.40	967.00	N	0.00	967.00	8.0%	71.60
• Bricked Grave for 2 persons (non resident)	1,325.50	1,432.00	N	0.00	1,432.00	8.0%	106.50
• Bricks to seal grave	130.35	141.00	N	0.00	141.00	8.0%	10.65
• Concrete lining for graves	334.18	361.00	N	0.00	361.00	8.0%	26.82
• Timber lining for graves	220.00	238.00	N	0.00	238.00	8.0%	18.00
• Test dig to confirm depth	79.20	86.00	N	0.00	86.00	8.0%	6.80
• Certified extracts from burial register	28.88	31.00	N	0.00	31.00	8.0%	2.12
• Transfer of grant of exclusive right of burial	81.40	88.00	N	0.00	88.00	8.0%	6.60
• Transfer of grant of exclusive right of burial (to a non resident)	116.05	125.00	N	0.00	125.00	8.0%	8.95
• Issue duplicate of grant of exclusive right of burial	79.20	86.00	N	0.00	86.00	8.0%	6.80
• Issue duplicate of grant of exclusive right of burial (non resident)	122.10	132.00	N	0.00	132.00	8.0%	9.90
• Use of Crematorium Chapel (Inc. recorded music or use of organ)	243.10	263.00	N	0.00	263.00	8.0%	19.90
• Re-open niche	79.20	86.00	N	0.00	86.00	8.0%	6.80
• Grave search	20.35	22.00	N	0.00	22.00	8.0%	1.65
• Register search	48.73	53.00	N	0.00	53.00	8.0%	4.27
• Bronze memorial plaque lease for 10 years	330.55	357.00	N	0.00	357.00	8.0%	26.45
• Renewal of memorial position for 10 years	209.55	226.00	N	0.00	226.00	8.0%	16.45
• Renewal of memorial position for 5 years	122.10	132.00	N	0.00	132.00	8.0%	9.90
• Bronze memorial plaque including lettering	160.61	145.00	N	0.00	145.00	8.0%	11.16
• Double Bronze memorial plaque including lettering	207.90	187.00	N	0.00	187.00	8.0%	13.75
• Granite memorial plaque including lettering	293.70	264.00	N	0.00	264.00	8.0%	19.25
• Lease position on shared bench (to be introduced as available)	335.50	362.00	N	0.00	362.00	8.0%	26.50
CREMATION FEES - ALL FEES FOR UNDER 18YRS ARE FUNDED BY THE GOVERNMENT.							
• Cremation Fee (includes recorded music or use of the organ)	770.00	832.00	N	0.00	832.00	8.0%	62.00
• Direct (No service) Cremation Fee (only available between 9am-9.30am)	462.00	472.00	N	0.00	472.00	2.0%	10.00
• Cremation environmental levy charge (Mercury Abatement legislation)		Satutory TBC	N	0.00	Satutory TBC		
• Medical Referee Charge	35.20	39.00	N	0.00	39.00	8.0%	3.80
• Live streaming of chapel service	45.65	50.00	N	0.00	50.00	8.0%	4.35
• Cremation of Stillborn or non-viable foetus		No Charge to the public	N				
OTHER CHARGES							
• Certified extracts from crematorium register	25.85	28.00	N	0.00	28.00	8.0%	2.15
• Surcharge for cremation after 3.30 pm and extended services (per 30mins)	113.30	123.00	N	0.00	123.00	8.0%	9.70
FEES FOR INSCRIPTION IN THE BOOK OF REMEMBRANCE							
• Standard 2 line entry	108.90	98.33	Y	19.67	118.00	8.0%	7.58
• 5 line entry	195.79	177.50	Y	35.50	213.00	8.0%	14.34
• 8 line entry	319.01	289.17	Y	57.83	347.00	8.0%	23.33
• 5 line entry with floral emblem	393.79	356.67	Y	71.33	428.00	8.0%	28.51
• 5 line entry with badge, crest, shield, illuminated Capital or 8 Line entry with floral emblem.	481.80	436.67	Y	87.33	524.00	8.0%	35.17
• 8 line entry with badge, crest, shield or illuminated capital	515.89	467.50	Y	93.50	561.00	8.0%	37.59
• 8 line entry with full coat of arms	536.81	486.67	Y	97.33	584.00	8.0%	39.33
MEMORIAL CARDS							
• Standard 2 line entry	58.31	52.50	Y	10.50	63.00	8.0%	3.91
• 5 line entry	64.91	59.17	Y	11.83	71.00	8.0%	5.08
• 8 line entry	88.01	80.00	Y	16.00	96.00	8.0%	6.66
• 5 line entry with motif	107.81	97.50	Y	19.50	117.00	8.0%	7.66
• 8 line entry with motif	123.19	111.67	Y	22.33	134.00	8.0%	9.01

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	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
SKIP LICENCE							
SKIP PERMITS							
• Registration (annual)	191.40	208.00	N	0.00	208.00	8.7%	16.60
• Application when registration is in place (per 28 days)	37.40	40.60	N	0.00	40.60	8.6%	3.20
• Unregistered application (per 28 days)	115.50	125.60	N	0.00	125.60	8.7%	10.10
ANNUAL PERMISSIONS							
• Up to 100 skips	1,410.20	1,534.00	N	0.00	1,534.00	8.8%	123.80
• Up to 300 skips	4,216.30	4,587.00	N	0.00	4,587.00	8.8%	370.70
• Up to 500 skips	7,020.20	7,637.00	N	0.00	7,637.00	8.8%	616.80
• Over 500 - each skip thereafter	14.30	15.50	N	0.00	15.50	8.4%	1.20
• Retrospective application following officer visit	122.10	132.00	N	0.00	132.00	8.1%	9.90
SCAFFOLDING LICENCE							
• Application (per 28 days)	99.00	107.00	N	0.00	107.00	8.1%	8.00
• Renewal (per 28 days)	58.30	63.40	N	0.00	63.40	8.7%	5.10
• Long term application (per 6 months)	535.70	582.00	N	0.00	582.00	8.6%	46.30
• Long term Renewal (per 6 months)	495.00	538.00	N	0.00	538.00	8.7%	43.00
• Annual Permission	1,538.90	1,674.00	N	0.00	1,674.00	8.8%	135.10
• Retrospective application following officer visit	122.10	132.00	N	0.00	132.00	8.1%	9.90
HOARDING LICENCE							
• Application (per 28 days)	79.20	86.10	N	0.00	86.10	8.7%	6.90
• Renewal (per 28 days)	55.00	59.80	N	0.00	59.80	8.7%	4.80
• Retrospective application following officer visit	122.10	132.00	N	0.00	132.00	8.1%	9.90
• Inspections of hoardings	0.00	Cost recovery +5%	N	0.00	0.00		
• Storage Container Licence (per 28 days)	346.50	376.00	N	0.00	376.00	8.5%	29.50
• Duplicate licences (Any Licence)	18.70	20.30	N	0.00	20.30	8.6%	1.60
TRAFFIC AND HIGHWAYS							
• Construction under the Highway	657.80	715.00	N	0.00	715.00	8.7%	57.20
• Access to cellars	657.80	715.00	N	0.00	715.00	8.7%	57.20
• Cellar lights	657.80	715.00	N	0.00	715.00	8.7%	57.20
HIGHWAYS							
• Placing material on	79.20	86.10	N	0.00	86.10	8.7%	6.90
• Excavation of	278.30	302.00	N	0.00	302.00	8.5%	23.70
• Application for pavement café licence	217.80	236.00	N	0.00	236.00	8.4%	18.20
• Renewal of above	122.10	132.00	N	0.00	132.00	8.1%	9.90

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VEHICLE CROSSINGS							
• Light Duty Vehicle Crossing Application (non-refundable)	51.70	56.20	N	0.00	56.20	8.7%	4.50
• Light Duty	0.00	Based on Individual Quotation	N	0.00	0.00	N/A	N/A
• Heavy Duty	0.00	As above	N	0.00	0.00		
• Heavy Duty (Supervision only)	1,223.64	1,109.17	Y	221.83	1,331.00	8.8%	89.47
• Removal of accident debris	0.00	Cost Recovery + £190.30 Admin	N	0.00	0.00	7.5%	16.10
• Variation of a parking place order	0.00	Cost Recovery + 12.5%	N	0.00	0.00	N/A	N/A
• Exemption from or variation to a traffic regulation order	0.00	As above	N	0.00	0.00	N/A	N/A
TEMPORARY TRAFFIC ORDERS							
• Temporary (plus cost of advertising)	1,918.40	2,087.00	N	0.00	2,087.00	8.8%	168.60
• Emergency Road Closures	992.20	1,079.00	N	0.00	1,079.00	8.7%	86.80
• Temporary Traffic Regulation Notice	992.20	1,079.00	N	0.00	1,079.00	8.7%	86.80
• Special events on the Highway		Cost Recovery + 12.5%	N			N/A	N/A
SUSPENSION OF PARKING PLACES							
• Parking Budget		Loss of Income + Cost Recovery + 12.5%	N			N/A	N/A
PERMIT TO ERECT NON-STANDARD DIRECTION SIGNS							
• Consideration of request	265.10	288.40	N	0.00	288.40	8.8%	23.30
• Erection of signs	0.00	Cost Recovery + 12.5%	N	0.00	0.00	N/A	N/A
• Removal of signs	137.50	149.60	N	0.00	149.60	8.8%	12.10
• Court fees associated with the above	0.00	Included in the above	N	0.00	0.00	N/A	N/A
PERMITS GIVING EXEMPTION TO TRAFFIC ORDERS							
• Per month	44.00	48.00	N	0.00	48.00	9.1%	4.00
• Per three months	139.70	152.00	N	0.00	152.00	8.8%	12.30
• Per twelve months	508.20	553.00	N	0.00	553.00	8.8%	44.80
				0.00			
SECTION 50 ROAD OPENING LICENCE				0.00			
• Maintain existing apparatus	517.00	563.00	N	0.00	562.00	8.9%	46.00
• Minor works permits	517.00	563.00	N	0.00	563.00	8.9%	46.00
• Install new service (Initial cost)	1,032.90	1,124.00	N	0.00	1,124.00	8.8%	91.10
• Install new service (Per additional 200 meters)	354.20	385.00	N	0.00	385.00	8.7%	30.80
• New Development (Initial cost)	2,252.80	2,451.00	N	0.00	2,451.00	8.8%	198.20
• New Development (Per additional 200 meters)	413.60	450.00	N	0.00	450.00	8.8%	36.40

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SEWER CONNECTIONS							
• Junction : normal working hours		Based on Individual Quotation + 20%	Y			N/A	N/A
• Junction: outside working hours		As above	Y			N/A	N/A
• Manhole construction		As above	Y			N/A	N/A
SEARCHES BY LETTER							
• First 5 questions	81.84	74.20	Y	14.84	89.04	8.8%	6.00
• Per question after	21.12	19.10	Y	3.82	22.92	8.5%	1.50
ACCESS PROTECTION MARKING							
• Fee for application	68.20	74.20	N	0.00	74.20	8.8%	6.00
• Fee for implementation of application	134.20	146.00	N	0.00	146.00	8.8%	11.80
• Fee for Renewal of marking	134.20	146.00	N	0.00	146.00	8.8%	11.80
ROAD CLOSURE : STOPPING UP ORDERS							
• Stopping up orders (including court fees)	3,042.60	3,310.00	N	0.00	3,310.00	8.8%	267.40
SECTION 38 AND SECTION 278							
ADOPTION FEE - BOND							
Scale of charges as a percentage of the overall works cost (performanace bond)							
• £0 - £49k (Charge as % bond value)	9.0%	9.0%	N	0.00	9.0%	0.0%	0.00
• £50k - £100k bond value	9.0%	9.0%	N	0.00	9.0%	0.0%	0.00
• £100k < bond value	9.0%	9.0%	N	0.00	9.0%	0.0%	0.00
HIGHWAYS ADOPTION FEE							
• Minimum charge for Highway agreements relating to S38, S278 & temporary/minor works on the Highway	3,267.00	3,555.00	N	0.00	3,555.00	8.8%	288.00
Note : Whichever is the greatest of the above applies							
Supply of official copies of Section 38 and Section 278 documentation	0.00	44.00 + postage fees	N	0.00	44.00 + postage fees	7.5%	3.00
STREET NAMING							
• Street Naming	230.00	250.20	N	0.00	250.20	8.8%	20.20
• Re-name an existing Street	230 + £10 per property, plus legal costs, plus costs to amend any traffic orders	250 + £10 per property, plus legal costs, plus costs to amend any traffic orders	N	0.00	250 + £10 per property, plus legal costs, plus costs to amend any traffic orders	N/A	N/A
STREET NUMBERING							
Numbering of new streets (per property)	35.00	38.00	N	0.00	35.00	0.08	0.04
Re-Numbering of properties on existing streets	Costs as for new streets + £100	Costs as for new streets + £100	N	0.00	Costs as for new streets + £100	N/A	N/A
Naming a new property	50.00	54.40	N	0.00	54.40	8.8%	4.40
Add property name or rename existing property	215.00	233.90	N	0.00	233.90	8.8%	18.90

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HIGHWAY LICENCE ENFORCEMENT VISIT							
Highway Licence Enforcement Visit	121.00	131.00	N	0.00	131.00	8.3%	10.00
INVESTIGATION WORK FOR SOLICITORS, INSURANCE AND OTHER PROFESSIONAL SERVICES							
• First Hour	61.60	67.00	N	0.00	67.00	8.8%	5.40
• Each subsequent hour or part thereof	42.90	46.60	N	0.00	46.60	8.6%	3.70
• Not for profit or public sector organisations (such as police, law enforcement and fraud investigations)	0.00	FREE	N	0.00	0.00	N/A	N/A
LANDOWNER DEPOSIT							
• Deposit a Map, Landowner Statement & Statutory Declaration Under S31(6) of the Highways Act 1980	415.00	454.00	N	0.00	454.00	8.9%	37.10
• Deposit a Map and Landowner Statement under S15A of the Commons Act 2006	415.00	454.00	N	0.00	454.00	8.9%	37.10
ENVIRONMENTAL INFORMATION REGULATIONS (EIR)							
• Requests for Information Included in the Environmental Information Regulations 2004 (per hour)	29.70	32.30	N	0.00	32.30	8.8%	2.60
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	95.70	86.67	Y	17.33	104.00	8.7%	6.92
Letter Only	57.19	51.67	Y	10.33	62.00	8.4%	4.01
MINOR PLANNING PROPOSALS							
• Residential - 1 unit	396.00	359.17	Y	71.83	431.00	8.8%	29.17
• Non-residential up to 99sqm	396.00	359.17	Y	71.83	431.00	8.8%	29.17
• Agricultural Buildings up to 540sqm	396.00	359.17	Y	71.83	431.00	8.8%	29.17
• Glasshouses up to 465sqm	396.00	359.17	Y	71.83	431.00	8.8%	29.17
• Plant and machinery	396.00	359.17	Y	71.83	431.00	8.8%	29.17
• Car Parks	396.00	359.17	Y	71.83	431.00	8.8%	29.17
• Advertisements	396.00	359.17	Y	71.83	431.00	8.8%	29.17
• Demolition of Buildings	396.00	359.17	Y	71.83	431.00	8.8%	29.17
• CLEUDs	396.00	359.17	Y	71.83	431.00	8.8%	29.17
• Discharge of conditions	396.00	359.17	Y	71.83	431.00	8.8%	29.17
• Non-material alterations	396.00	359.17	Y	71.83	431.00	8.8%	29.17
• Minor-material alterations	396.00	359.17	Y	71.83	431.00	8.8%	29.17
• Change of use	396.00	359.17	Y	71.83	431.00	8.8%	29.17
• Shop fronts	396.00	359.17	Y	71.83	431.00	8.8%	29.17
Minor Planning Proposals (above) Follow up meeting .	231.00	209.17	Y	41.83	251.00	8.7%	16.67
MEDIUM PLANNING PROPOSALS							
• 2-9 dwellings	566.50	513.33	Y	102.67	616.00	8.7%	41.25
• 100-999sqm commercial floorspace	566.50	513.33	Y	102.67	616.00	8.7%	41.25
• Telecommunication	566.50	513.33	Y	102.67	616.00	8.7%	41.25
• Minerals or Waste less than 0.5ha	566.50	513.33	Y	102.67	616.00	8.7%	41.25
Medium Planning Proposals (above) Follow up meeting	341.00	309.17	Y	61.83	371.00	8.8%	25.00

DESCRIPTION OF FEES	2023/24 CHARGES	PROPOSED 2024/25 Charge				NET VARIANCE FROM PREVIOUS YEAR	
	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
SMALL MAJOR PLANNING PROPOSALS							
• 10-20 dwellings	847.00	768.33	Y	153.67	922.00	8.9%	62.50
• 1,000- 1,999 sqm commercial floorspace	847.00	768.33	Y	153.67	922.00	8.9%	62.50
• 0.5-1ha site area	847.00	768.33	Y	153.67	922.00	8.9%	62.50
Small Major Planning Proposals (above) Follow Up Meeting	451.00	409.17	Y	81.83	491.00	8.9%	33.34
MAJOR PLANNING PROPOSALS							
• 21-49 dwellings	1,133.00	1,027.50	Y	205.50	1,233.00	8.8%	83.33
• 2,000-9,999 sqm commercial floorspace	1,133.00	1,027.50	Y	205.50	1,233.00	8.8%	83.33
• 1-2 ha + site area	1,133.00	1,027.50	Y	205.50	1,233.00	8.8%	83.33
Major Planning Proposals (above) Follow Up Meeting .	566.50	513.33	Y	102.67	616.00	8.7%	41.25
LARGE MAJOR PLANNING PROPOSALS							
• 50-200 dwellings	2,266.00	2,054.17	Y	410.83	2,465.00	8.8%	165.84
• 0ver 10,000sqm commercial floorspace	2,266.00	2,054.17	Y	410.83	2,465.00	8.8%	165.84
• Over 2ha site area	2,266.00	2,054.17	Y	410.83	2,465.00	8.8%	165.84
• Energy projects	2,266.00	2,054.17	Y	410.83	2,465.00	8.8%	165.84
Large Major Planning Proposals (above) Follow Up Meeting	1,133.00	1,027.50	Y	205.50	1,233.00	8.8%	83.33
PLANNING PERFORMANCE AGREEMENT							
• Bespoke service - written advice, a series of meetings, fast track validation & determination		Charge on Individual Basis	Y			N/A	N/A
VARY, MODIFY OR DISCHARGE LEGAL AGREEMENT							
• 1 dwelling	340.56	309.17	Y	61.83	371.00	8.9%	25.37
• Agreement for commercial development or more than 1 dwelling	566.51	513.33	Y	102.67	616.00	8.7%	41.24
PLANNING HISTORY SEARCH							
• Per property - **PER HOUR**	56.65	51.67	Y	10.33	62.00	9.4%	4.46
PERMITTED DEVELOPMENT ENQUIRY							
• As an alternative to applying for a Certificate, an informal opinion will be offered	56.65	51.67	Y	10.33	62.00	9.4%	4.46
SPECIALIST OFFICER REQUESTED TO ATTEND MEETINGS							
• Per Officer	169.96	154.17	Y	30.83	185.00	8.9%	12.54

DESCRIPTION OF FEES	2023/24 CHARGES	PROPOSED 2024/25 Charge				NET VARIANCE FROM PREVIOUS YEAR	
	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
FOOD SAFETY							
• Export Certification - Standard Fee	70.40	76.50	N	0.00	76.50	8.7%	6.10
• Export Certification - With Samples Taken	141.90	154.00	N	0.00	154.00	8.5%	12.10
• Food safety re- inspection visit	179.00	179.00	N	0.00	179.00	8.5%	14.00
Officer standard hourly rate for primary authority work/inspections/audits/prosecution costs and business advice.		80.00	N	0.00	80.00	NEW	NEW
PRIVATE WATER SUPPLIES							
• Risk Assesment (per hour, maximum charge £500)	52.00	Satutory TBC	N	0.00	Satutory TBC		
• Investigation (per investigation)	103.00	Satutory TBC	N	0.00	Satutory TBC		
• Granting an authorisation (per investigation)	103.00	Satutory TBC	N	0.00	Satutory TBC		
• Analysing a water sample under Regulation 10 (Private water Supplies (England) Regulations 2016)	26.00	Satutory TBC	N	0.00	Satutory TBC		
• Analysing a water sample taken during check monitoring	0.00	Satutory TBC	N	0.00	Satutory TBC		
• Analysing a sample taken during audit monitoring and monitoring under Regulation 11 (Private water Supplies (England) Regulations 2016)	0.00	Satutory TBC	N	0.00	Satutory TBC		
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)	179.30	195.00	N	0.00	195.00	8.8%	15.70
• PVR 1 and PVR II activities carried on at the same service station	294.80	320.00	N	0.00	320.00	8.5%	25.20
• Vehicle refinishers (b), any Part 2, Part 3 or Part 4 reduced fee activity	413.60	449.00	N	0.00	449.00	8.6%	35.40
• Any other Part B activity or any other solvent emission activity	1,892.00	2,058.00	N	0.00	2,058.00	8.8%	166.00
Application fee for grant of a permit for mobile plant (Fee payable for each permit to operate mobile plant)							
• 1st & 2nd Permit	1,892.00	2,058.00	N	0.00	2,058.00	8.8%	166.00
• 3rd – 7th Permit	1,127.50	1,226.00	N	0.00	1,226.00	8.7%	98.50
• 8th and subsequent permits	577.50	628.00	N	0.00	628.00	8.7%	50.50
Additional fees for a late application for an installation							
• Reduced fee activity	84.70	92.00	N	0.00	92.00	8.6%	7.30
• Any other Part B activity or any other solvent emission activity	1,354.10	1,473.00	N	0.00	1,473.00	8.8%	118.90
Additional fees for a late application for a mobile	1,354.10	1,473.00	N	0.00	1,473.00	8.8%	118.90
Fee for substantial change variation of permit							
• Reduced fee activity	118.80	129.00	N	0.00	129.00	8.6%	10.20
• Any other Part B activity or any other solvent emission activity	1,195.70	1,300.00	N	0.00	1,300.00	8.7%	104.30
• Substantial change in the operation of an installation for a Part B activity or solvent emission activity	1,875.50	2,040.00	N	0.00	2,040.00	8.8%	164.50
Transfer of a Permit							
• Partial transfer (no fee for total transfer) for a reduced fee activity	57.20	62.20	N	0.00	62.20	8.7%	5.00
• Partial transfer, £169 for a total transfer for any other part B activity or any other solvent emission activity	566.50	616.00	N	0.00	616.00	8.7%	49.50
• Part B mobile plant for fixed period of hire	62.70	68.20	N	0.00	68.20	8.8%	5.50
• Subsequent applications if plant user, operator and authority different	62.70	68.20	N	0.00	68.20	8.8%	5.50

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	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
Subsistence Annual Charge for Installations							
Low Risk							
• Any part 1 reduced fee activity (other than those in items II and vehicle refinishers)	92.40	100.00	N	0.00	100.00	8.2%	7.60
• PVR I and PVR II activities carried on at the same service station	129.80	141.00	N	0.00	141.00	8.6%	11.20
• Vehicle refinishers (b), any Part 2, Part 3 or Part 4 reduced fee activity	260.70	283.00	N	0.00	283.00	8.6%	22.30
• Any other Part B activity or any other solvent emission activity	877.80	955.00	N	0.00	955.00	8.8%	77.20
Medium Risk							
• Any part 1 reduced fee activity (other than those in items II and vehicle refinishers)	181.50	197.00	N	0.00	197.00	8.5%	15.50
• PVR I and PVR II activities carried on at the same service station	260.70	283.00	N	0.00	283.00	8.6%	22.30
• Vehicle refinishers (b), any Part 2, Part 3 or Part 4 reduced fee activity	419.10	455.00	N	0.00	455.00	8.6%	35.90
• Any other Part B activity or any other solvent emission activity	1,320.00	1,436.00	N	0.00	1,436.00	8.8%	116.00
High Risk							
• Any part 1 reduced fee activity (other than those in items II and vehicle refinishers)	271.70	295.00	N	0.00	295.00	8.6%	23.30
• PVR I and PVR II activities carried on at the same service station	390.50	424.00	N	0.00	424.00	8.6%	33.50
• Vehicle refinishers (b), any Part 2, Part 3 or Part 4 reduced fee activity	623.70	678.00	N	0.00	678.00	8.7%	54.30
• Any other Part B activity or any other solvent emission activity	1,983.30	2,157.00	N	0.00	2,157.00	8.8%	173.70
Subsistence Annual Charge for installations							
Low Risk							
• 1st & 2nd Permit	713.90	776.00	N	0.00	776.00	8.7%	62.10
• 3rd – 7th Permit	442.20	481.00	N	0.00	481.00	8.8%	38.80
• 8th and subsequent permits	228.80	248.00	N	0.00	248.00	8.4%	19.20
Medium Risk							
• 1st & 2nd Permit	1,175.90	1,279.00	N	0.00	1,279.00	8.8%	103.10
• 3rd – 7th Permit	702.90	764.00	N	0.00	764.00	8.7%	61.10
• 8th and subsequent permits	363.00	394.00	N	0.00	394.00	8.5%	31.00
High Risk							
• 1st & 2nd Permit	1,762.20	1,917.00	N	0.00	1,917.00	8.8%	154.80
• 3rd – 7th Permit	1,051.60	1,144.00	N	0.00	1,144.00	8.8%	92.40
• 8th and subsequent permits	537.90	585.00	N	0.00	585.00	8.8%	47.10
• Late Payment Charge	62.70	68.20	N	0.00	68.20	8.8%	5.50
HEALTH & SAFETY							
Officer standard hourly rate for primary authority work/inspections/audits/prosecution costs and business advice		80.00	N	0.00	80.00	NEW	NEW
COSMETIC PIERCING, TATTOOING, ACUPUNCTURE & ELECTROLYSIS							
• Registration fee per application	129.80	141.00	N	0.00	141.00	8.6%	11.20
• Registration fee per individual	77.00	83.70	N	0.00	83.70	8.7%	6.70

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	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
NEIGHBOURHOOD ENFORCEMENT							
ENVIRONMENTAL INFORMATION & REGULATIONS							
Officer standard hourly rate for primary authority work/inspections/audits/prosecution costs and business advice.		80.00	N	0.00	80.00	NEW	NEW
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	25.30	27.50	N	0.00	27.50	8.7%	2.20
HOUSING							
SELECTIVE LICENSING (new housing mix)	582.00	582.00	N	0.00	582.00	0.0%	0.00
HOUSES IN MULTIPLE OCCUPATION LICENCE FEE							
• Licence application fee for 5 bedroom HMO	668.80	727.00	N	0.00	727.00	8.7%	58.20
• Additional charge per additional bedroom	28.60	31.10	N	0.00	31.10	8.7%	2.50
• Compliance and enforcement fee	305.80	332.00	N	0.00	332.00	8.6%	26.20
PUBLIC HEALTH							
CONTAMINATED LAND INVESTIGATION							
• Provision of information from files	130.90	142.00	N	0.00	142.00	8.5%	11.10
• File/record search	269.50	293.00	N	0.00	293.00	8.7%	23.50
• Monitoring/Sampling on a time and materials charge		At cost	Y	At cost		N/A	N/A

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	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
ANINAL ACTIVITY LICENCES							
Home Boarding of Dogs							
Application Fee							
New		250.00	N	0.00	250.00	NEW	NEW
Renewal		234.00	N	0.00	234.00	NEW	NEW
Licence grant - 1 year							
New		181.00	N	0.00	181.00	NEW	NEW
Renewal		165.00	N	0.00	165.00	NEW	NEW
Licence grant - 2 years							
New		245.00	N	0.00	245.00	NEW	NEW
Renewal		228.00	N	0.00	228.00	NEW	NEW
Licence grant - 3 years							
New		309.00	N	0.00	309.00	NEW	NEW
Renewal		294.00	N	0.00	294.00	NEW	NEW
Dog Breeding							
Residential Application							
New		335.00	N	0.00	335.00	NEW	NEW
Renewal		297.00	N	0.00	297.00	NEW	NEW
Commerical Application							
New		398.00	N	0.00	398.00	NEW	NEW
Renewal		359.00	N	0.00	359.00	NEW	NEW
Residential Grant Fees							
1 year							
New		267.00	N	0.00	267.00	NEW	NEW
Renewal		196.00	N	0.00	196.00	NEW	NEW
2 year							
New		299.00	N	0.00	299.00	NEW	NEW
Renewal		260.00	N	0.00	260.00	NEW	NEW
3 year							
New		363.00	N	0.00	363.00	NEW	NEW
Renewal		324.00	N	0.00	324.00	NEW	NEW
Commercial Grant Fees							
1 year							
New		267.00	N	0.00	267.00	NEW	NEW
Renewal		227.00	N	0.00	227.00	NEW	NEW
2 year							
New		331.00	N	0.00	331.00	NEW	NEW
Renewal		292.00	N	0.00	292.00	NEW	NEW
3 year							
New		394.00	N	0.00	394.00	NEW	NEW
Renewal		356.00	N	0.00	356.00	NEW	NEW
Boarding of Cats or Dogs							
Application - New							
Under 10 animals		383.00	N	0.00	383.00	NEW	NEW
Under 20 animals		431.00	N	0.00	431.00	NEW	NEW
Under 30 animals		479.00	N	0.00	479.00	NEW	NEW
Under 40 animals		527.00	N	0.00	527.00	NEW	NEW
Under 50 animals		575.00	N	0.00	575.00	NEW	NEW
Over 50 animals		623.00	N	0.00	623.00	NEW	NEW

DESCRIPTION OF FEES	2023/24 CHARGES	PROPOSED 2024/25 Charge				NET VARIANCE FROM PREVIOUS YEAR	
	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
Application - Renewal							
Under 10 animals		297.00	N	0.00	297.00	NEW	NEW
Under 20 animals		345.00	N	0.00	345.00	NEW	NEW
Under 30 animals		393.00	N	0.00	393.00	NEW	NEW
Under 40 animals		441.00	N	0.00	441.00	NEW	NEW
Under 50 animals		489.00	N	0.00	489.00	NEW	NEW
Over 50 animals		537.00	N	0.00	537.00	NEW	NEW
Grant - New - 1 year							
Under 10 animals		283.00	N	0.00	283.00	NEW	NEW
Under 20 animals		331.00	N	0.00	331.00	NEW	NEW
Under 30 animals		379.00	N	0.00	379.00	NEW	NEW
Under 40 animals		427.00	N	0.00	427.00	NEW	NEW
Under 50 animals		475.00	N	0.00	475.00	NEW	NEW
Over 50 animals		523.00	N	0.00	523.00	NEW	NEW
Grant - Renewal - 1 year							
Under 10 animals		227.00	N	0.00	227.00	NEW	NEW
Under 20 animals		275.00	N	0.00	275.00	NEW	NEW
Under 30 animals		323.00	N	0.00	323.00	NEW	NEW
Under 40 animals		371.00	N	0.00	371.00	NEW	NEW
Under 50 animals		419.00	N	0.00	419.00	NEW	NEW
Over 50 animals		467.00	N	0.00	467.00	NEW	NEW
Grant - New - 2 years							
Under 10 animals		347.00	N	0.00	347.00	NEW	NEW
Under 20 animals		395.00	N	0.00	395.00	NEW	NEW
Under 30 animals		443.00	N	0.00	443.00	NEW	NEW
Under 40 animals		491.00	N	0.00	491.00	NEW	NEW
Under 50 animals		539.00	N	0.00	539.00	NEW	NEW
Over 50 animals		587.00	N	0.00	587.00	NEW	NEW
Grant - Renewal - 2 years							
Under 10 animals		260.00	N	0.00	260.00	NEW	NEW
Under 20 animals		308.00	N	0.00	308.00	NEW	NEW
Under 30 animals		356.00	N	0.00	356.00	NEW	NEW
Under 40 animals		404.00	N	0.00	404.00	NEW	NEW
Under 50 animals		452.00	N	0.00	452.00	NEW	NEW
Over 50 animals		500.00	N	0.00	500.00	NEW	NEW
Grant - New - 3 years							
Under 10 animals		410.00	N	0.00	410.00	NEW	NEW
Under 20 animals		458.00	N	0.00	458.00	NEW	NEW
Under 30 animals		506.00	N	0.00	506.00	NEW	NEW
Under 40 animals		554.00	N	0.00	554.00	NEW	NEW
Under 50 animals		602.00	N	0.00	602.00	NEW	NEW
Over 50 animals		650.00	N	0.00	650.00	NEW	NEW

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Grant - Renewal - 3 years							
Under 10 animals		324.00	N	0.00	324.00	NEW	NEW
Under 20 animals		372.00	N	0.00	372.00	NEW	NEW
Under 30 animals		420.00	N	0.00	420.00	NEW	NEW
Under 40 animals		468.00	N	0.00	468.00	NEW	NEW
Under 50 animals		516.00	N	0.00	516.00	NEW	NEW
Over 50 animals		564.00	N	0.00	564.00	NEW	NEW
Boarding of Cats and Dogs							
Application - New							
Under 10 animals		446.00	N	0.00	446.00	NEW	NEW
Under 20 animals		494.00	N	0.00	494.00	NEW	NEW
Under 30 animals		542.00	N	0.00	542.00	NEW	NEW
Under 40 animals		590.00	N	0.00	590.00	NEW	NEW
Under 50 animals		638.00	N	0.00	638.00	NEW	NEW
Over 50 animals		686.00	N	0.00	686.00	NEW	NEW
Application - Renewal							
Under 10 animals		359.00	N	0.00	359.00	NEW	NEW
Under 20 animals		407.00	N	0.00	407.00	NEW	NEW
Under 30 animals		455.00	N	0.00	455.00	NEW	NEW
Under 40 animals		503.00	N	0.00	503.00	NEW	NEW
Under 50 animals		551.00	N	0.00	551.00	NEW	NEW
Over 50 animals		599.00	N	0.00	599.00	NEW	NEW
Grant - New - 1 year							
Under 10 animals		314.00	N	0.00	314.00	NEW	NEW
Under 20 animals		362.00	N	0.00	362.00	NEW	NEW
Under 30 animals		410.00	N	0.00	410.00	NEW	NEW
Under 40 animals		458.00	N	0.00	458.00	NEW	NEW
Under 50 animals		506.00	N	0.00	506.00	NEW	NEW
Over 50 animals		554.00	N	0.00	554.00	NEW	NEW
Grant - Renewal - 1 year							
Under 10 animals		227.00	N	0.00	227.00	NEW	NEW
Under 20 animals		275.00	N	0.00	275.00	NEW	NEW
Under 30 animals		323.00	N	0.00	323.00	NEW	NEW
Under 40 animals		371.00	N	0.00	371.00	NEW	NEW
Under 50 animals		419.00	N	0.00	419.00	NEW	NEW
Over 50 animals		467.00	N	0.00	467.00	NEW	NEW
Grant - New - 2 years							
Under 10 animals		379.00	N	0.00	379.00	NEW	NEW
Under 20 animals		427.00	N	0.00	427.00	NEW	NEW
Under 30 animals		475.00	N	0.00	475.00	NEW	NEW
Under 40 animals		523.00	N	0.00	523.00	NEW	NEW
Under 50 animals		571.00	N	0.00	571.00	NEW	NEW
Over 50 animals		619.00	N	0.00	619.00	NEW	NEW

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Grant - Renewal - 2 years							
Under 10 animals		291.00	N	0.00	291.00	NEW	NEW
Under 20 animals		339.00	N	0.00	339.00	NEW	NEW
Under 30 animals		387.00	N	0.00	387.00	NEW	NEW
Under 40 animals		435.00	N	0.00	435.00	NEW	NEW
Under 50 animals		483.00	N	0.00	483.00	NEW	NEW
Over 50 animals		531.00	N	0.00	531.00	NEW	NEW
Grant -New - 3 years							
Under 10 animals		443.00	N	0.00	443.00	NEW	NEW
Under 20 animals		491.00	N	0.00	491.00	NEW	NEW
Under 30 animals		539.00	N	0.00	539.00	NEW	NEW
Under 40 animals		587.00	N	0.00	587.00	NEW	NEW
Under 50 animals		635.00	N	0.00	635.00	NEW	NEW
Over 50 animals		683.00	N	0.00	683.00	NEW	NEW
Grant - Renewal - 3 years							
Under 10 animals		355.00	N	0.00	355.00	NEW	NEW
Under 20 animals		403.00	N	0.00	403.00	NEW	NEW
Under 30 animals		451.00	N	0.00	451.00	NEW	NEW
Under 40 animals		499.00	N	0.00	499.00	NEW	NEW
Under 50 animals		547.00	N	0.00	547.00	NEW	NEW
Over 50 animals		595.00	N	0.00	595.00	NEW	NEW
Providing Day Care for Dogs							
Application Fee - New		428.00	N	0.00	428.00	NEW	NEW
Application Fee - Renewal		297.00	N	0.00	297.00	NEW	NEW
Grant 1 year - new		326.00	N	0.00	326.00	NEW	NEW
Grant 1 year - renewal		195.00	N	0.00	195.00	NEW	NEW
Grant - 2 years - new		392.00	N	0.00	392.00	NEW	NEW
Grant 2 years - renewal		260.00	N	0.00	260.00	NEW	NEW
Grant - 3 years - new		455.00	N	0.00	455.00	NEW	NEW
Grant 3 years - renewal		324.00	N	0.00	324.00	NEW	NEW
Keeping of Animals for Exhibition							
Application Fee		428.00	N	0.00	428.00	NEW	NEW
Grant Fee - 3 years		199.00	N	0.00	199.00	NEW	NEW
Hiring out Horses							
Application Fee - New							
Under 10 horses		354.00	N	0.00	354.00	NEW	NEW
Under 20 horses		418.00	N	0.00	418.00	NEW	NEW
Under 30 horses		482.00	N	0.00	482.00	NEW	NEW
Under 40 horses		546.00	N	0.00	546.00	NEW	NEW
Under 50 horses		594.00	N	0.00	594.00	NEW	NEW
Over 50 horses		642.00	N	0.00	642.00	NEW	NEW
Application Fee - Renewal							
Under 10 horses		297.00	N	0.00	297.00	NEW	NEW
Under 20 horses		361.00	N	0.00	361.00	NEW	NEW
Under 30 horses		425.00	N	0.00	425.00	NEW	NEW
Under 40 horses		489.00	N	0.00	489.00	NEW	NEW
Under 50 horses		553.00	N	0.00	553.00	NEW	NEW
Over 50 horses		617.00	N	0.00	617.00	NEW	NEW

DESCRIPTION OF FEES	2023/24 CHARGES	PROPOSED 2024/25 Charge				NET VARIANCE FROM PREVIOUS YEAR	
	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
Grant Fee - 1 year		127.00	N	0.00	127.00	NEW	NEW
Grant Fee 2 years - new							
Under 10 horses		316.00	N	0.00	316.00	NEW	NEW
Under 20 horses		380.00	N	0.00	380.00	NEW	NEW
Under 30 horses		444.00	N	0.00	444.00	NEW	NEW
Under 40 horses		508.00	N	0.00	508.00	NEW	NEW
Under 50 horses		572.00	N	0.00	572.00	NEW	NEW
Over 50 horses		620.00	N	0.00	620.00	NEW	NEW
Grant Fee - 2 years - renewal							
Under 10 horses		259.00	N	0.00	259.00	NEW	NEW
Under 20 horses		323.00	N	0.00	323.00	NEW	NEW
Under 30 horses		387.00	N	0.00	387.00	NEW	NEW
Under 40 horses		451.00	N	0.00	451.00	NEW	NEW
Under 50 horses		515.00	N	0.00	515.00	NEW	NEW
Over 50 horses		579.00	N	0.00	579.00	NEW	NEW
Grant Fee - 3 years - new							
Under 10 animals		631.00	N	0.00	631.00	NEW	NEW
Under 20 animals		756.00	N	0.00	756.00	NEW	NEW
Under 30 animals		881.00	N	0.00	881.00	NEW	NEW
Under 40 animals		1,006.00	N	0.00	1,006.00	NEW	NEW
Under 50 animals		1,131.00	N	0.00	1,131.00	NEW	NEW
Over 50 animals		1,256.00	N	0.00	1,256.00	NEW	NEW
Grant Fee - 3 years - renewal							
Under 10 animals		574.00	N	0.00	574.00	NEW	NEW
Under 20 animals		699.00	N	0.00	699.00	NEW	NEW
Under 30 animals		824.00	N	0.00	824.00	NEW	NEW
Under 40 animals		949.00	N	0.00	949.00	NEW	NEW
Under 50 animals		1,074.00	N	0.00	1,074.00	NEW	NEW
Over 50 animals		1,199.00	N	0.00	1,199.00	NEW	NEW

DESCRIPTION OF FEES	2023/24 CHARGES	PROPOSED 2024/25 Charge				NET VARIANCE FROM PREVIOUS YEAR	
	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
Selling Animals as Pets							
Application Fee - New		384.00	N	0.00	384.00	NEW	NEW
Application Fee - renewal		332.00	N	0.00	332.00	NEW	NEW
Grant Fee 1 year - new		268.00	N	0.00	268.00	NEW	NEW
Grant Fee 1 year - renewal		225.00	N	0.00	225.00	NEW	NEW
Grant Fee 2 years - new		332.00	N	0.00	332.00	NEW	NEW
Grant Fee 2 years - renewal		284.00	N	0.00	284.00	NEW	NEW
Grant Fee 3 years - new		396.00	N	0.00	396.00	NEW	NEW
Grant Fee 3 years - renewal		343.00	N	0.00	343.00	NEW	NEW
Dangerous Wild Animals							
Application		£392 **	N	0.00	392.00	NEW	NEW
Grant Fee - 2 years		133.00	N	0.00	133.00	NEW	NEW
** For up to 5 hours work							
Zoo Licence							
New application fee		£454 **	N	0.00	454.00	NEW	NEW
Grant Fee - 4 years		1,261.00	N	0.00	1,261.00	NEW	NEW
Renewal Fee - 6 years		1,863.00	N	0.00	1,863.00	NEW	NEW
** for up to 7 hours work							
Other Fees							
Officer hourly rate		80.00	N	0.00	80.00	NEW	NEW
Miscellaneous Fees							
• Applicant request for re-inspection (per hour)	55.00	59.00	N	0.00	59.00	7.3%	4.00
• Officer time for withdrawn/rejected application (per hour)	50.00	59.00	N	0.00	50.00	7.3%	4.00
The above licence fees are subject to veterinary fees incurred							
TRADING STANDARDS							
The cost of any material used will be added to each of these charges							
WEIGHING & MEASURING EQUIPMENT (VERIFICATION)							
Non Automatic weighing machines – UK verification							
The fee per instrument or (if fitted with two or more weighing tables or platforms connected to one or more indicating mechanism) the fee per weight table or platform.							
• Not exceeding 30 kg	38.50	42.00	N	0.00	42.00	9.1%	3.50
• Exceeding 30 kg but not exceeding 250 kg	66.00	72.00	N	0.00	72.00	9.1%	6.00
• Exceeding 250 kg but not exceeding 1 tonne	104.50	114.00	N	0.00	114.00	9.1%	9.50
• Exceeding 1 tonne but not exceeding 5 tonne	165.00	180.00	N	0.00	180.00	9.1%	15.00
• Exceeding 5 tonne but not exceeding 30 tonne	319.00	347.00	N	0.00	347.00	8.8%	28.00
• Exceeding 30 tonne	506.00	551.00	N	0.00	551.00	8.9%	45.00
Where labour and equipment are provided to facilitate the test the appropriate fee is reduced by 50%.							
MEASURING INSTRUMENTS							
Measuring instruments for liquid fuel or lubricants or mixtures thereof.							
• Container types (unsubdivided)	77.00	84.00	N	0.00	84.00	9.1%	7.00
SINGLE / MULTI GRADE TYPES							
• First nozzle tested, per visit per site	99.00	108.00	N	0.00	108.00	9.1%	9.00
• Each additional nozzle tested	77.00	84.00	N	0.00	84.00	9.1%	7.00

DESCRIPTION OF FEES	2023/24 CHARGES	PROPOSED 2024/25 Charge				NET VARIANCE FROM PREVIOUS YEAR	
	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
WEIGHTS							
• Not exceeding 5 kg	8.80	10.00	N	0.00	10.00	13.6%	1.20
• Exceeding 5 kg	13.20	14.00	N	0.00	14.00	6.1%	0.80
LINEAR MEASURES							
• Not exceeding 3 metres	15.40	17.00	N	0.00	17.00	10.4%	1.60
• Exceeding 3 metres	19.80	22.00	N	0.00	22.00	11.1%	2.20
CAPACITY MEASURES							
• Unsubdivided Per measure	11.00	12.00	N	0.00	12.00	9.1%	1.00
• Subdivided Per measure	15.40	17.00	N	0.00	17.00	10.4%	1.60
OTHER WEIGHING AND MEASURING EQUIPMENT							
• All other weighing and measuring equipment (per person per hour)	77.00	84.00	N	0.00	84.00	9.1%	7.00
TESTING OF WEIGHING AND MEASURING EQUIPMENT (CALIBRATION)							
WEIGHTS (WITH CERTIFICATE OF TEST)							
• Not exceeding 5kg (10 lb)	11.00	12.00	N	0.00	12.00	9.1%	1.00
• Exceeding 5 kg (10 lb) but not exceeding 25 kg (56 lb)	15.40	17.00	N	0.00	17.00	10.4%	1.60
• Exceeding 25 kg (56 lb)	27.50	30.00	N	0.00	30.00	9.1%	2.50
• Adjustment service per weight	7.15	8.00	N	0.00	8.00	11.9%	0.85
A surcharge of 10% is applicable if the submission is fewer than 5 items in total.							
LINEAR MEASURES (with certificate of test)							
• Not exceeding 3 metres (10 feet)	16.50	18.00	N	0.00	18.00	9.1%	1.50
• Exceeding 3 metres (10 feet)	22.00	24.00	N	0.00	24.00	9.1%	2.00
A surcharge of 10% is applicable if the submission is fewer than 5 items in total.							
OTHER							
• Request tests of trade equipment	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)	77.00	84.00	N	0.00	84.00	9.1%	7.00
• Additional copies of certificate of accuracy	11.00	12.00	N	0.00	12.00	9.1%	1.00
Officer standard hourly rate for primary authority work/inspections/audits/prosecution costs and business advice.		80.00	N	0.00	80.00	NEW	NEW
Primary Authority Charges for yearly agreement		2,500.00	N	0.00	2,500.00	NEW	NEW
Primary authority charge for PAYG agreeement		500.00	N	0.00	500.00	NEW	NEW
Do You Pass Training Course							
• 1st attendee	66.00	72.00	N	0.00	72.00	9.1%	6.00
• Business Advice hourly rate	77.00	83.00	N	0.00	83.00	7.8%	6.00

DESCRIPTION OF FEES	2023/24 CHARGES	PROPOSED 2024/25 Charge				NET VARIANCE FROM PREVIOUS YEAR	
	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
TAXI LICENCES							
TAXI VEHICLE AND DRIVERS LICENCE							
• Hackney Vehicle Licence - Full Year One Test	203.50	204.00	N	0.00	204.00	0.2%	0.50
• Hackney Vehicle Licence - Full Year Two Tests	255.20	255.00	N	0.00	255.00	-0.1%	-0.20
• Hackney Vehicle Licence - Full Year Three Tests	305.80	306.00	N	0.00	306.00	0.1%	0.20
• Vehicle Change	107.80	108.00	N	0.00	108.00	0.2%	0.20
• Vehicle Re-tests (full)	49.50	50.00	N	0.00	50.00	1.0%	0.50
• Vehicle Re-tests (part)	22.00	22.00	N	0.00	22.00	0.0%	0.00
• Owner Change	18.70	19.00	N	0.00	19.00	1.6%	0.30
• Drivers Licence - Online - New (1 year)	129.80	130.00	N	0.00	130.00	0.2%	0.20
• Drivers Licence - Online - Renewal (1 year)	77.00	77.00	N	0.00	77.00	0.0%	0.00
• Drivers Licence - Online - Grant (3 year)	234.30	234.00	N	0.00	234.00	-0.1%	-0.30
• Drivers Licence - Online - Renewal (3 year)	182.60	183.00	N	0.00	183.00	0.2%	0.40
• Drivers Proficiency Re-tests	39.60	40.00	N	0.00	40.00	1.0%	0.40
• DBS Application - Paper	48.40	Cost Recovery	N	0.00	Cost Recovery	N/A	N/A
• DBS Application - Online	Cost Recovery	Cost Recovery	N	0.00	Cost Recovery	N/A	N/A
• Drivers Awareness Course (fail to attend fee)	16.50	17.00	N	0.00	17.00	3.0%	0.50
OPERATORS LICENCE - WITHOUT STAR RATING ONE YEAR							
• 1 Vehicle	223.30	223.00	N	0.00	223.00	-0.1%	-0.30
• 2-10 Vehicles	396.00	396.00	N	0.00	396.00	0.0%	0.00
• 11-50 Vehicles	816.20	816.00	N	0.00	816.00	0.0%	-0.20
• 51-99 Vehicles	1,127.50	1,128.00	N	0.00	1,128.00	0.0%	0.50
• 100-199 Vehicles	1,274.90	1,275.00	N	0.00	1,275.00	0.0%	0.10
• 200-299 Vehicles	1,523.50	1,524.00	N	0.00	1,524.00	0.0%	0.50
• 300-399 Vehicles	1,807.30	1,807.00	N	0.00	1,807.00	0.0%	-0.30
• 400+ Vehicles	2,101.00	2,101.00	N	0.00	2,101.00	0.0%	0.00
OPERATORS LICENCE - WITHOUT STAR RATING FIVE YEAR							
• 1 Vehicle	572.00	572.00	N	0.00	572.00	0.0%	0.00
• 2-10 Vehicles	1,433.30	1,433.00	N	0.00	1,433.00	0.0%	-0.30
• 11-50 Vehicles	3,535.40	3,535.00	N	0.00	3,535.00	0.0%	-0.40
• 51-99 Vehicles	5,093.00	5,093.00	N	0.00	5,093.00	0.0%	0.00
• 100-199 Vehicles	5,828.90	5,829.00	N	0.00	5,829.00	0.0%	0.10
• 200-299 Vehicles	7,075.20	7,075.00	N	0.00	7,075.00	0.0%	-0.20
• 300 -399 Vehicles	8,492.00	8,492.00	N	0.00	8,492.00	0.0%	0.00
• 400+ Vehicles	9,964.90	9,965.00	N	0.00	9,965.00	0.0%	0.10
PRIVATE HIRE VEHICLE LICENCE							
• Private Hire Vehicle Licence - (Full year - Three Tests)	346.50	347.00	N	0.00	347.00	0.1%	0.50
• Private Hire Vehicle Licence – (Full Year Fee – Two Tests)	295.90	296.00	N	0.00	296.00	0.0%	0.10
• Private Hire Vehicle Licence - (Full Year Fee – One Test)	244.20	244.00	N	0.00	244.00	-0.1%	-0.20

DESCRIPTION OF FEES	2023/24 CHARGES	PROPOSED 2024/25 Charge				NET VARIANCE FROM PREVIOUS YEAR	
	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
SUPPLEMENTARY CHARGES							
• Replacement Plates (Each)	8.80	9.00	N	0.00	9.00	2.3%	0.20
• Plates Securing Bracket (L Shape)	13.20	13.00	N	0.00	13.00	-1.5%	-0.20
• Plates Securing Bracket (Flat Shape)	6.60	7.00	N	0.00	7.00	6.1%	0.40
• Plate holders - each	9.90	10.00	N	0.00	10.00	1.0%	0.10
• Cancelled/Failed to Attend Vehicle Test (Less than 48 hours notice given)	49.50	50.00	N	0.00	50.00	1.0%	0.50
Driver licence refunds fee to be deducted		36.00	N	0.00	36.00	NEW	NEW
• Fee to be deducted for a withdrawn/refused application & amendments to licences	36.30	80.00	N	0.00	80.00	120.4%	43.70
• Pre-application advice per hour	38.50	0.00	N	0.00	0.00	-100.0%	-38.50
• Hackney Carriage door signs	5.50	6.00	N	0.00	6.00	9.1%	0.50
Licensing Officer Hourly rate		80.00	N	0.00	80.00	NEW	NEW
STREET TRADING LICENCES							
• Street trading consents and licences - (Ice Cream / Veg) - Yearly	781.00	795.00	N	0.00	795.00	1.8%	14.00
• Street trading consents and licences - (Ice Cream / Veg) - 6 Months	403.00	420.00	N	0.00	420.00	4.2%	17.00
• Street trading consents (Other traders) - Yearly	669.00	695.00	N	0.00	695.00	3.9%	26.00
• Street trading consents (Other traders) - 6 Months	334.00	345.00	N	0.00	345.00	3.3%	11.00
• Street trading assistant	24.00	25.00	N	0.00	25.00	4.2%	1.00
• Street trading licences Town Centre - Per Quarter	1,126.00	1,195.00	N	0.00	1,195.00	6.1%	69.00
STREET TRADING - DAILY FEES:							
• 1st Day	65.00	67.50	N	0.00	67.50	3.8%	2.50
• 2nd and Subsequent Days	36.00	37.50	N	0.00	37.50	4.2%	1.50
STREET TRADING – MISCELLANEOUS							
• Uppermill Weekly Market	124.00	128.00	N	0.00	128.00	3.2%	4.00
CAR BOOT / TABLE TOP SALES							
• Up to 20 stalls	47.00	49.00	N	0.00	49.00	4.3%	2.00
• Additional stalls - per stall	2.00	2.00	N	0.00	2.00	0.0%	0.00
SCRAP METAL LICENCES							
SCRAP METAL DEALER SITE LICENCE							
• New	713.90	776.00	N	0.00	776.00	8.7%	62.10
• Per additional site	640.20	696.00	N	0.00	696.00	8.7%	55.80
• Renewal	526.90	573.00	N	0.00	573.00	8.7%	46.10
• Renewal per additional site	453.20	493.00	N	0.00	493.00	8.8%	39.80
• Minor variation	34.10	37.00	N	0.00	37.00	8.5%	2.90
		0.00					
SCRAP METAL COLLECTORS LICENCE		0.00					
• New	300.30	326.00	N	0.00	326.00	8.6%	25.70
• Renewal	255.20	277.00	N	0.00	277.00	8.5%	21.80
• Minor Variation	34.10	37.00	N	0.00	37.00	8.5%	2.90

DESCRIPTION OF FEES	2023/24 CHARGES	PROPOSED 2024/25 Charge				NET VARIANCE FROM PREVIOUS YEAR	
	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
BETTING AND ADULT ENTERTAINMENT LICENCES							
GAMBLING ACT 2005							
BINGO PREMISES							
• New	2,450.00	Stautory TBC	N	0.00	Stautory TBC		
• Annual Fee	620.00	674.50	N	0.00	Stautory TBC		
• Variation	1,200.00	1,305.60	N	0.00	Stautory TBC		
• Provisional Statement	930.00	1,011.80	N	0.00	Stautory TBC		
• Transfer	627.00	682.10	N	0.00	Stautory TBC		
• Reinstatement	627.00	682.10	N	0.00	Stautory TBC		
BETTING PREMISES (EXCLUDING TRACKS)							
• New	2,250.00	Satutory TBC	N	0.00	Satutory TBC		
• Annual Fee	495.00	Satutory TBC	N	0.00	Satutory TBC		
• Variation	1,200.00	Satutory TBC	N	0.00	Satutory TBC		
• Provisional Statement	930.00	Satutory TBC	N	0.00	Satutory TBC		
• Transfer	627.00	Satutory TBC	N	0.00	Satutory TBC		
• Reinstatement	627.00	Satutory TBC	N	0.00	Satutory TBC		
TRACKS							
• New	1,875.00	Satutory TBC	N	0.00	Satutory TBC		
• Annual Fee	750.00	Satutory TBC	N	0.00	Satutory TBC		
• Variation	930.00	Satutory TBC	N	0.00	Satutory TBC		
• Provisional Statement	930.00	Satutory TBC	N	0.00	Satutory TBC		
• Transfer	627.00	Satutory TBC	N	0.00	Satutory TBC		
• Reinstatement	627.00	Satutory TBC	N	0.00	Satutory TBC		
FAMILY ENTERTAINMENT CENTRE							
• New	1,500.00	Satutory TBC	N	0.00	Satutory TBC		
• Annual Fee	562.00	Satutory TBC	N	0.00	Satutory TBC		
• Variation	750.00	Satutory TBC	N	0.00	Satutory TBC		
• Provisional Statement	930.00	Satutory TBC	N	0.00	Satutory TBC		
• Transfer	627.00	Satutory TBC	N	0.00	Satutory TBC		
• Reinstatement	627.00	Satutory TBC	N	0.00	Satutory TBC		
ADULT GAMING CENTRE							
• New	1,750.00	Satutory TBC	N	0.00	Satutory TBC		
• Annual Fee	495.00	Satutory TBC	N	0.00	Satutory TBC		
• Variation	627.00	Satutory TBC	N	0.00	Satutory TBC		
• Provisional Statement	627.00	Satutory TBC	N	0.00	Satutory TBC		
• Transfer	627.00	Satutory TBC	N	0.00	Satutory TBC		
• Reinstatement	627.00	Satutory TBC	N	0.00	Satutory TBC		
• Notification of change	50.00	Satutory TBC	N	0.00	Satutory TBC		
• Sex Shop Licence	418.00	455.00	N	0.00	455.00	8.9%	37.00
• Sexual entertainment venue	836.00	910.00	N	0.00	910.00	8.9%	74.00
OTHER LICENCES							
DISTRIBUTION OF FREE PRINTED MATTER							
• Daily Licence	47.10	51.20	N	0.00	51.20	8.7%	4.10
• Quarterly Licence	227.10	247.00	N	0.00	247.00	8.8%	19.90
• Yearly Licence	454.10	494.00	N	0.00	494.00	8.8%	39.90
• Additional Badge	16.10	17.50	N	0.00	17.50	8.7%	1.40
• Replacement Badge	16.10	17.50	N	0.00	17.50	8.7%	1.40

DESCRIPTION OF FEES	2023/24 CHARGES	PROPOSED 2024/25 Charge				NET VARIANCE FROM PREVIOUS YEAR	
	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
HIGHWAYS PERMITS							
Pavement Café Licence							
• Grant	181.10	197.00	N	0.00	197.00	8.8%	15.90
• Renewal	102.10	111.00	N	0.00	111.00	8.7%	8.90
• Pavement licence - Business & Planning Act	66.10	72.00	N	0.00	72.00	8.9%	0.00
• Placing materials on	66.10	72.00	N	0.00	72.00	8.9%	5.90
PEST CONTROL							
DOMESTIC PREMISES							
• Treatment for - Rats (domestic dwelling) **	49.36	45.00	Y	9.00	54.00	9.4%	3.87
• Treatment for - Mice **	49.36	45.00	Y	9.00	54.00	9.4%	3.87
• Treatment for - Cockroaches **	63.00	57.50	Y	11.50	69.00	9.5%	5.00
• Treatment for Bed Bugs **	99.23	90.00	Y	18.00	108.00	8.8%	7.31
• Treatment for fleas **	99.23	90.00	Y	18.00	108.00	8.8%	7.31
• Treatment for wasps nests	60.50	55.00	Y	11.00	66.00	9.1%	4.58
• Treatment for squirrels (including the lure of traps and one return visit)	118.50	107.50	Y	21.50	129.00	8.9%	8.75
Treatment for silverfish, ants or beetles (per pest infestation)	80.00	75.00	Y	15.00	90.00	12.5%	8.33
Treatment for moles	112.50	103.33	Y	20.67	124.00	10.2%	9.58
• Subsequent visits	37.70	34.17	Y	6.83	41.00	8.8%	2.75
• Callout charge - no treatment necessary	29.50	26.67	Y	5.33	32.00	8.5%	2.09
• Key 7 collection charge	29.00	26.67	Y	5.33	32.00	10.3%	2.50
**** No charges will be levied for owner-occupied, domestic properties for these public health related services.**							
COMMERCIAL PREMISES							
• **One off treatment** for public health pests - per pest infestation - small premise (terraced shop front)							
rodents (rats and mice)	120.00	114.17	Y	22.83	137.00	8.7%	9.17
cockroaches and fleas		150.00	Y	30.00	180.00	NEW	NEW
• **One off treatment** for public health pests - per pest infestation - medium premise							
rodents (rats and mice)		216.67	Y	43.33	260.00	NEW	NEW
cockroaches and fleas		250.00	Y	50.00	300.00	NEW	NEW
One off treatment for public health pests - per pest infestation - large premise							
rodents (rats and mice)		291.67	Y	58.33	350.00	NEW	NEW
cockroaches and fleas		416.67	Y	83.33	500.00	NEW	NEW
Small premise size (size of terraced house) preventative contract-							
• Cover for rats, mice cockroaches and fleas 4 x visits per year	378.00	366.67	Y	73.33	440.00	16.4%	51.67
Small contract with initial treatment for one current pest infestation plus four additional visits a year							
• Cover includes 2 initial visits to deal with the pest issue and 4 further visits in the year		491.67	Y	98.33	590.00	NEW	NEW
Medium premise - individual quote given on request							
Large - individual quote given on request							
Individual treatments per infestation at commercial premise							
wasps, beetles and silverfish		104.17	Y	20.83	125.00	NEW	NEW
Ants, Moles and squirrels		112.50	Y	22.50	135.00	NEW	NEW

DESCRIPTION OF FEES	2023/24 CHARGES	PROPOSED 2024/25 Charge				NET VARIANCE FROM PREVIOUS YEAR	
	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
BASIC/STARTER CONTRACT							
• Cover for rodents only. Includes 4 x visits per year	378.00	342.50	Y	68.50	411.00	8.7%	27.50
		0.00	Y	0.00	0.00		
INTERMEDIATE CONTRACT							
• Cover is for rodents and includes 6 x visits and 2 free insect treatments (Non food pests & wood boring beetles)	441.00	400.00	Y	80.00	480.00	8.8%	32.50
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)	567.00	514.17	Y	102.83	617.00	8.8%	41.67
ADVANCED CONTRACT							
• Cover includes rodents and most insects (does not include wood boring beetles). Includes 8 visits per year	819.00	742.50	Y	148.50	891.00	8.8%	60.00
ADDITIONAL HOURLY RATES FOR VISITS/TREATMENTS							
• Hourly rate for all treatments	102.00	92.50	Y	18.50	111.00	8.8%	7.50
ADDITIONAL OPERATIVE							
• Hourly rate	51.60	46.67	Y	9.33	56.00	8.5%	3.67
• Reclamation fee for the recovery of dogs from the Manchester and district home for lost dogs (price fixed bylLaw)	26.25	29.00	N	0.00	29.00	10.5%	2.75
• Kennelling and detention costs	45.00	Satutory TBC	N	0.00	Satutory TBC		
• Kennelling and detention costs - out of hours	55.00	Satutory TBC	N	0.00	Satutory TBC		
• Admin costs	59.00	Satutory TBC	N	0.00	Satutory TBC		
• Administrative charge for default work at a maximum of £300	25.0%	25.0%	N	0.00	25.0%	0.0%	0.00
• Formal responses to requests for technical information from Insurance companies etc. relative to drainage investigations etc. Per letter	166.00	181.00	N	0.00	181.00	9.0%	15.00

DESCRIPTION OF FEES	2023/24 CHARGES	PROPOSED 2024/25 Charge				NET VARIANCE FROM PREVIOUS YEAR	
	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
SECURITY							
PATROLLING AND GUARDING SERVICES							
BUILDING SERVICES							
• Opening of a building (must also be a key holder) (per opening)	29.60	26.67	Y	5.33	32.00	8.1%	2.00
CLOSING OF A BUILDING INCLUDING SECURITY SWEEP (MUST ALSO BE A KEY HOLDER) - (PER CLOSING)							
POA - From (daily rate) depending on requirements		30.00	Y	6.00	36.00	NEW	NEW
• Annual patrolling contract (public/third sector)	2,831.50	2,499.17	Y	513.50	3,081.00	5.9%	139.59
• Annual patrolling contract (private sector)	3,354.24	2,950.00	Y	608.17	3,649.00	5.5%	154.80
EMERGENCY BOARDING SERVICES							
• Call out (free when paying for Patrolling Services) (per hour/part thereof)	147.67	130.00	Y	26.83	161.00	5.6%	6.94
WINDOW BOARDING							
• Standard window	66.20	58.33	Y	12.00	72.00	5.7%	3.16
• Large window	146.40	129.17	Y	26.50	159.00	5.9%	7.17
• Steel sheeting (per sheet)	127.31	112.50	Y	23.17	139.00	6.0%	6.41
DOOR BOARDING							
• Wooden cover	80.21	70.00	Y	14.50	87.00	4.7%	3.16
• Steel door (rental per week)	38.20	33.33	Y	7.00	42.00	4.7%	1.50
• Boarded Up Property Inspection (free when paying for patrolling services) (per weekly inspection)	165.50	145.00	Y	30.00	180.00	5.1%	7.08
STATIC SECURITY GUARDING							
SPOT HIRE (<7 DAYS) (PER HOURS)							
Hourly rate - From - depending on requirements) (x2 on BH)	21.32	17.50	Y	3.50	21.00	-1.5%	-0.27
VEHICLE HIRE							
• Response Vehicle (per hour)	14.64	13.33	Y	2.67	16.00	9.3%	1.13
• Unmarked Vehicle (per hour)	7.32	6.67	Y	1.33	8.00	9.3%	0.57
• Mileage (per mile)	0.89	0.83	Y	0.17	1.00	12.2%	0.09
DEISTER POINTS							
• Installation (per point)	50.08	45.00	Y	9.00	54.00	7.8%	3.27
• Attendance Reports (per report)	50.08	45.00	Y	9.00	54.00	7.8%	3.27
ANY OTHER ASSISTANCE							
• Per Hour Per Operative	89.11	80.83	Y	16.17	97.00	8.8%	6.57
CCTV AND RADIO COMMUNICATION SERVICES							
CCTV SERVICES							
ANNUAL REGISTRATION AND COMPLIANCE AUDIT							
• Static Camera	15.01	13.33	Y	2.67	16.00	6.6%	0.82
• ANPR Camera	23.20	20.83	Y	4.17	25.00	7.8%	1.50
• PTZ Camera	40.93	37.50	Y	7.50	45.00	9.9%	3.39
• Non public space per system	Variable	Variable	Y	Variable	Variable	N/A	N/A
CALL OUT TO DOWNLOAD OFFSITE CCTV IMAGES							
Hourly rate		80.00	Y	16.00	96.00	NEW	NEW

DESCRIPTION OF FEES	2023/24 CHARGES	PROPOSED 2024/25 Charge				NET VARIANCE FROM PREVIOUS YEAR	
	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
ANNUAL MAINTENANCE FEE							
• ANPR Camera	229.20	207.50	Y	41.50	249.00	8.6%	16.50
• Public Space Camera	918.16	832.50	Y	166.50	999.00	8.8%	67.37
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)	1.64	1.50	Y	0.30	1.80	9.5%	0.13
• Active Live Monitoring Only – Public Space with telemetry (per camera per day) (including transmission fees)	4.22	3.83	Y	0.77	4.60	8.8%	0.31
• Active Live Monitoring and Recording – Public Space without telemetry (per camera per day) (including transmission fees)	4.51	4.08	Y	0.82	4.90	8.5%	0.32
• Active Live Monitoring and Recording – Public Space with telemetry (per camera per day) (including transmission fees)	12.41	11.25	Y	2.25	13.50	8.8%	0.91
• Automatic Number Plate Recognition Camera (per camera per day) (including transmission fees and connection to ANPR network)	10.70	9.67	Y	1.93	11.60	8.4%	0.75
NOTE: The Service does not undertake active live monitoring on private space systems.							
CCTV DEVELOPMENT SERVICES							
CCTV ADVICE AND CONSULTANCY							
• Per Hour	84.59	75.00	Y	15.33	92.00	6.4%	4.51
RADIO COMMUNICATIONS EQUIPMENT							
• Radio Equipment and hire fee	19.09	17.50	Y	3.50	21.00	10.0%	1.59
• Radio Equipment (airtime)	19.09	17.50	Y	3.50	21.00	10.0%	1.59
REMOTE SECURITY SERVICES							
• Remote Operation of Traffic Control Barriers (per barrier)	5,566.26	4,893.33	Y	1,009.33	6,056.00	5.5%	254.78
• Remote Operation of Visual Display Signage (including Snow Signs) (per sign)	2,365.67	2,080.00	Y	429.00	2,574.00	5.5%	108.61
CONCIERGE SERVICE							
• Concierge Service per unit (Vetting by tenant)	260.58	229.17	Y	47.33	284.00	5.5%	12.02
• Concierge Service per unit (Vetting by Control Room)	522.53	460.00	Y	94.83	569.00	5.6%	24.56
Telephone call handling service (per call)		1.00	Y	0.20	1.20	NEW	NEW
monthly charge for above service		250.00	Y	50.00	300.00	NEW	NEW
EMERGENCY CONTROL CENTRE							
• Provision of Emergency Control Centre, Emergency Response and Command Rooms (per year)	10,492.68	9,225.00	Y	1,902.67	11,416.00	5.5%	481.10
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,	5,943.00	5,225.00	Y	1,077.67	6,466.00	5.5%	272.50
• SILVER – Including alarm and sound monitoring, alarm response and patrols, secondary key holding and Line Guard.	4,768.12	4,192.50	Y	864.67	5,188.00	5.5%	219.07
• BRONZE 1 – Including conventional alarm monitoring, alarm response and patrols and secondary key holding.	3,696.48	3,250.00	Y	670.33	4,022.00	5.5%	169.60
• BRONZE 2 – Including alarm and sound monitoring, alarm response and patrols and primary key holding.	4,488.48	3,945.00	Y	813.83	4,883.00	5.5%	204.60

DESCRIPTION OF FEES	2023/24 CHARGES	PROPOSED 2024/25 Charge				NET VARIANCE FROM PREVIOUS YEAR	
	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
ALARM MONITORING							
• Sonitrol Alarm Monitoring	1,835.78	1,614.17	Y	332.83	1,997.00	5.5%	84.35
• Galaxy Gold Alarm Monitoring	1,398.35	1,229.17	Y	253.50	1,521.00	5.5%	63.88
• Conventional Alarm Monitoring	1,062.13	934.17	Y	192.67	1,156.00	5.5%	49.06
Lift call handling		1.67	Y	0.33	2.00	NEW	NEW
Alarm communicators - intall		300.00	Y	60.00	360.00	NEW	NEW
Alarm communicator annual data charge		60.00	Y	12.00	72.00	NEW	NEW
STAFF HOME ALARM MONITORING							
• Monitoring and Advisor Only	140.04	123.33	Y	25.33	152.00	5.7%	6.63
• Monitoring with Police Response	343.73	302.50	Y	62.33	374.00	5.6%	16.06
• Monitoring with Police, Fire and Panic Attack Modes	534.70	470.00	Y	97.00	582.00	5.5%	24.42
• Line Guard (was Paknet – replaced with a cheaper system)	362.83	319.17	Y	65.83	395.00	5.6%	16.81
• Visual Verification	1,082.12	951.67	Y	196.17	1,177.00	5.5%	49.90
• Trap Alarm Hire (per week)	36.29	31.67	Y	6.50	39.00	4.7%	1.43
SMOKE ALARMS							
• Smoke Alarm not returned or damaged beyond repair	43.50	38.33	N	0.00	38.33	-11.9%	-5.17
KEYHOLDING							
• Primary key holder	534.70	470.00	Y	97.00	582.00	5.5%	24.42
• Secondary key holder	369.19	325.00	Y	67.00	402.00	5.6%	17.34
• Alarm call out if FRS is secondary key holder, but primary key • holder unavailable within 30 minutes	41.38	36.67	Y	7.50	45.00	6.4%	2.19
• 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.	76.38	67.50	Y	13.83	83.00	6.0%	3.85
• Key cutting (standard key)	7.00	5.83	Y	1.33	8.00	0.0%	0.00
• Key cutting (specialist key – including master keys)	28.01	25.00	Y	5.00	30.00	7.1%	1.66
KEY SAFE							
• Key Safe - supply and installation (£10 discount if installed at the same time as the helpline)	68.96	75.00	N	0.00	75.00	8.8%	6.04
• Installation charges - Helpline	42.44	46.00	N	0.00	46.00	8.4%	3.56
• Base unit and pendant - recharge for equipment lost or not returned or damaged beyond repair	158.07	172.00	N	0.00	172.00	8.8%	13.93
• Replacement Pendants (lost or damaged)	53.05	58.00	N	0.00	58.00	9.3%	4.95
LONE WORKER PROTECTION							
• Mobile device set up fee	76.76	67.50	Y	13.50	81.00	5.5%	3.53
• GOLD risk device tracking (per month)	45.24	40.00	Y	8.17	49.00	6.1%	2.30
• SILVER risk device tracking (per month)	30.16	26.67	Y	5.50	33.00	6.1%	1.54
• BRONZE risk device tracking (per month)	16.46	14.17	Y	3.00	18.00	3.3%	0.45

DESCRIPTION OF FEES	2023/24 CHARGES	PROPOSED 2024/25 Charge				NET VARIANCE FROM PREVIOUS YEAR	
	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
BUILDING CONTROL							
ERECTION OF UP TO 5 DWELLINGS							
Full Plans Application							
• **Plan charge payable on submission**							
1 dwelling	310.20	280.83	Y	56.17	337.00	8.6%	22.33
2 dwellings	398.21	360.83	Y	72.17	433.00	8.7%	28.99
3 dwellings	486.19	440.83	Y	88.17	529.00	8.8%	35.67
4 dwellings	575.29	521.67	Y	104.33	626.00	8.8%	42.26
5 dwellings	663.30	601.67	Y	120.33	722.00	8.9%	48.92
• **Inspection Charge Payable after First Inspection**							
1 dwelling	442.20	400.83	Y	80.17	481.00	8.8%	32.33
2 dwellings	619.31	561.67	Y	112.33	674.00	8.8%	45.58
3 dwellings	751.31	680.83	Y	136.17	817.00	8.7%	54.74
4 dwellings	884.40	801.67	Y	160.33	962.00	8.8%	64.67
5 dwellings	1,016.40	921.67	Y	184.33	1,106.00	8.8%	74.67
Building Notice							
• **Payable on Submission**							
1 dwelling	928.39	841.67	Y	168.33	1,010.00	8.8%	68.01
2 dwellings	1,281.49	1,161.67	Y	232.33	1,394.00	8.8%	93.76
3 dwellings	1,591.69	1,443.33	Y	288.67	1,732.00	8.8%	116.92
4 dwellings	1,899.71	1,722.50	Y	344.50	2,067.00	8.8%	139.41
5 dwellings	2,209.91	2,003.33	Y	400.67	2,404.00	8.8%	161.74
ALTERATIONS TO NON-DOMESTIC BUILDINGS							
Non-Domestic Window Replacement							
• **Plan / inspection charge payable on submission**							
Per installation up to 10 windows	136.39	123.33	Y	24.67	148.00	8.5%	9.67
Per installation 10 to 50 windows	358.61	325.00	Y	65.00	390.00	8.8%	26.16
Renovation of a Thermal Element							
• **Plan / inspection charge payable on submission**							
- Estimated cost of works up to £30,000	323.40	293.33	Y	58.67	352.00	8.8%	23.83
- Estimated cost of works £30,000 & up to £60,000	397.09	360.00	Y	72.00	432.00	8.8%	29.09
Alterations, installation of fittings and/or structural alterations not described elsewhere							
• **Plan charge payable on submission**							
- Estimated cost up to £2,000.00	241.99	219.17	Y	43.83	263.00	8.7%	17.51
- Exceeding £2,000 and up to £5,000	358.61	325.00	Y	65.00	390.00	8.8%	26.16
- Exceeding £5,000 and up to £30,000	378.00	342.50	Y	68.50	411.00	8.7%	27.50
- Exceeding £30,000 and up to £50,000	397.09	360.00	Y	72.00	432.00	8.8%	29.09
- Exceeding £50,000 and up to £75,000	447.71	405.83	Y	81.17	487.00	8.8%	32.74
- Exceeding £75,000 and up to £100,000	504.90	457.50	Y	91.50	549.00	8.7%	36.75

DESCRIPTION OF FEES	2023/24 CHARGES	PROPOSED 2024/25 Charge				NET VARIANCE FROM PREVIOUS YEAR	
	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
• Inspection Charge Payable after First Inspection							
- Estimated cost up to £2,000.00	266.20	241.67	Y	48.33	290.00	8.9%	19.84
- Exceeding £2,000 and up to £5,000	394.46	357.50	Y	71.50	429.00	8.8%	28.78
- Exceeding £5,000 and up to £30,000	415.80	376.67	Y	75.33	452.00	8.7%	30.17
- Exceeding £30,000 and up to £50,000	443.29	401.67	Y	80.33	482.00	8.7%	32.26
- Exceeding £50,000 and up to £75,000	510.41	462.50	Y	92.50	555.00	8.7%	37.16
- Exceeding £75,000 and up to £100,000	585.19	530.83	Y	106.17	637.00	8.9%	43.17
		0.00					
NON-DOMESTIC WORK - EXTENSIONS & NEW BUILD							
Floor Area not exceeding 10m^2							
• Plan charge							
Other residential	254.10	230.00	Y	46.00	276.00	8.6%	18.25
Assembly and recreation	254.10	230.00	Y	46.00	276.00	8.6%	18.25
Industrial and storage	254.10	230.00	Y	46.00	276.00	8.6%	18.25
All other use classes	254.10	230.00	Y	46.00	276.00	8.6%	18.25
• Inspection Charge							
Other residential	716.10	649.17	Y	129.83	779.00	8.8%	52.42
Assembly and recreation	612.71	555.83	Y	111.17	667.00	8.9%	45.24
Industrial and storage	410.29	371.67	Y	74.33	446.00	8.7%	29.76
All other use classes	612.71	555.83	Y	111.17	667.00	8.9%	45.24
Floor Area exceeding 10m^2 but not exceeding 40m^2							
• Plan charge							
Other residential	358.61	325.00	Y	65.00	390.00	8.8%	26.16
Assembly and recreation	358.61	325.00	Y	65.00	390.00	8.8%	26.16
Industrial and storage	358.61	325.00	Y	65.00	390.00	8.8%	26.16
All other use classes	358.61	325.00	Y	65.00	390.00	8.8%	26.16
• Inspection Charge							
Other residential	815.10	739.17	Y	147.83	887.00	8.8%	59.92
Assembly and recreation	716.10	649.17	Y	129.83	779.00	8.8%	52.42
Industrial and storage	514.80	466.67	Y	93.33	560.00	8.8%	37.67
All other use classes	716.10	649.17	Y	129.83	779.00	8.8%	52.42
Floor Area exceeding 40m^2 but not exceeding 100m^2							
• Plan charge							
Other residential	451.01	409.17	Y	81.83	491.00	8.9%	33.33
Assembly and recreation	439.99	399.17	Y	79.83	479.00	8.9%	32.51
Industrial and storage	421.31	381.67	Y	76.33	458.00	8.7%	30.58
All other use classes	439.99	399.17	Y	79.83	479.00	8.9%	32.51
• Inspection Charge							
Other residential	827.21	750.00	Y	150.00	900.00	8.8%	60.66
Assembly and recreation	733.69	665.00	Y	133.00	798.00	8.8%	53.59
Industrial and storage	552.19	500.83	Y	100.17	601.00	8.8%	40.67
All other use classes	733.69	665.00	Y	133.00	798.00	8.8%	53.59

DESCRIPTION OF FEES	2023/24 CHARGES	PROPOSED 2024/25 Charge				NET VARIANCE FROM PREVIOUS YEAR	
	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
BUILDING REGULATIONS RELATED CHARGES							
Copies of Decision Notices or Completion Certificates	49.50	53.80	N	0.00	53.80	8.7%	4.30
Copies of Correspondence	13.20	14.30	N	0.00	14.30	8.3%	1.10
Dangerous Structures out of hours Call-out Charge	249.70	271.60	N	0.00	271.60	8.8%	21.90
Provision of a letter, confirming exemption of the proposals or work undertaken, from the procedural or substantive requirements of the Building Regs	49.50	53.80	N	0.00	53.80	8.7%	4.30
Provision of late completion inspections and issue of completion certificate	203.50	221.40	N	0.00	221.40	8.8%	17.90
Admistrative processing cost for refunding Building Regulation fees is subject to the status of the application and the advancement of the works	71.50	77.70	N	0.00	77.70	8.7%	6.20
DOMESTIC PROPERTIES - ALTERATIONS; REPLACEMENT WINDOWS; ELECTRICAL WORK							
Full Plans Submission							
• **Plan/ inspoection charge payable on submission**							
- Mini pile underpinning or traditional underpinning up to 12 linear metres	410.29	371.67	Y	74.33	446.00	8.7%	29.76
- Renovation of a thermal element to a single dwelling	145.20	131.67	Y	26.33	158.00	8.8%	10.67
- Alterations to create a basement up to 60m^2 not including underpinning	413.59	375.00	Y	75.00	450.00	8.8%	30.34
Building Notice Submission							
• **Payable on submission**							
- Mini pile underpinning or traditional underpinning up to 12 linear metres	451.01	409.17	Y	81.83	491.00	8.9%	33.33
- Renovation of a thermal element to a single dwelling	145.20	131.67	Y	26.33	158.00	8.8%	10.67
- Alterations to create a basement up to 60m^2 not including underpinning	497.21	450.83	Y	90.17	541.00	8.8%	36.49
Alterations, installation of fittings and/or structural alterations not described elsewhere							
Full Plans Submission							
• **Plan / inspection charge**							
Estimated cost up to £1,000	136.39	123.33	Y	24.67	148.00	8.5%	9.67
Estimated cost exceeding £1,000 up to £2,000	241.99	219.17	Y	43.83	263.00	8.7%	17.51
Estimated cost exceeding £2,000 up to £5,000	292.61	265.00	Y	53.00	318.00	8.7%	21.16
Estimated cost exceeding £5,000 up to £10,000	358.61	325.00	Y	65.00	390.00	8.8%	26.16
Estimated cost exceeding £10,000 up to £30,000	436.69	395.83	Y	79.17	475.00	8.8%	31.92
Estimated cost exceeding £30,000 up to £50,000	262.91	238.33	Y	47.67	286.00	8.8%	19.24
Estimated cost exceeding £50,000 up to £75,000	294.79	267.50	Y	53.50	321.00	8.9%	21.84
Estimated cost exceeding £75,000 up to £100,000	331.09	300.00	Y	60.00	360.00	8.7%	24.09
• **Inspection Charge**							
Estimated cost exceeding £30,000 up to £50,000	306.90	278.33	Y	55.67	334.00	8.8%	22.58
Estimated cost exceeding £50,000 up to £75,000	488.40	442.50	Y	88.50	531.00	8.7%	35.50
Estimated cost exceeding £75,000 up to £100,000	581.89	527.50	Y	105.50	633.00	8.8%	42.59

DESCRIPTION OF FEES	2023/24 CHARGES	PROPOSED 2024/25 Charge				NET VARIANCE FROM PREVIOUS YEAR	
	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
Building Notice Submission							
• **Payable on submission**							
Estimated cost up to £1,000	136.39	123.33	Y	24.67	148.00	8.5%	9.67
Estimated cost exceeding £1,000 up to £2,000	267.30	242.50	Y	48.50	291.00	8.9%	19.75
Estimated cost exceeding £2,000 up to £5,000	323.40	293.33	Y	58.67	352.00	8.8%	23.83
Estimated cost exceeding £5,000 up to £10,000	391.61	355.00	Y	71.00	426.00	8.8%	28.66
Estimated cost exceeding £10,000 up to £30,000	476.29	431.67	Y	86.33	518.00	8.8%	34.76
Estimated cost exceeding £30,000 up to £50,000	625.91	567.50	Y	113.50	681.00	8.8%	45.91
Estimated cost exceeding £50,000 up to £75,000	861.30	780.83	Y	156.17	937.00	8.8%	63.08
Estimated cost exceeding £75,000 up to £100,000	970.20	880.00	Y	176.00	1,056.00	8.8%	71.50
Window replacements undertaken by contractors who are NOT registered with a Competent Persons Scheme (e.g. FENSA)							
Full Plans Submission							
• **Plan / inspection charge**							
Per installation up to 10 windows	136.39	123.33	Y	24.67	148.00	8.5%	9.67
Per installation 11 to 20 windows	267.30	242.50	Y	48.50	291.00	8.9%	19.75
Building Notice Submission							
• **Payable on submission**							
Per installation up to 10 windows	136.39	123.33	Y	24.67	148.00	8.5%	9.67
Per installation 11 to 20 windows	267.30	242.50	Y	48.50	291.00	8.9%	19.75
Electrical work undertaken by non-Part P accredited electricians:							
(a) Electrical work undertaken by a competent (non Part P) electrician capable of demonstrating up to date qualifications and providing all required installation and test certificates							
Full Plans Submission							
• **Plan/ inspection charge**							
Any electrical work other than re-wiring a dwelling	100.09	90.83	Y	18.17	109.00	8.9%	7.42
The re-wiring of a dwelling	172.69	156.67	Y	31.33	188.00	8.9%	12.76

DESCRIPTION OF FEES	2023/24 CHARGES	PROPOSED 2024/25 Charge				NET VARIANCE FROM PREVIOUS YEAR	
	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
Building Notice Submission							
• **Payable on submission**							
Any electrical work other than re-wiring a dwelling	100.09	90.83	Y	18.17	109.00	8.9%	7.42
The re-wiring of a dwelling	172.69	156.67	Y	31.33	188.00	8.9%	12.76
(b) Person undertaking electrical work not satisfying the competency listed in (a) above							
Full Plans Submission							
• **Plan/ Inspection charge**							
Any electrical work other than re-wiring a dwelling	400.39	363.33	Y	72.67	436.00	8.9%	29.67
The re-wiring of a dwelling	534.60	485.00	Y	97.00	582.00	8.9%	39.50
Building Notice Submission							
• **Payable on submission**							
Any electrical work other than re-wiring a dwelling	400.39	363.33	Y	72.67	436.00	8.9%	29.67
The re-wiring of a dwelling	534.60	485.00	Y	97.00	582.00	8.9%	39.50
Installation of a solid fuel heating appliance by a contractor not registered with a competent persons scheme (e.g. HETAS)							
Full Plans Submission							
• **Plan / Inspection charge**	346.50	314.17	Y	62.83	377.00	8.8%	25.42
Building Notice Submission							
• **Payable on submission**	400.39	363.33	Y	72.67	436.00	8.9%	29.67
DOMESTIC EXTENSIONS; GARAGES; LOFT CONVERSIONS; GARAGE CONVERSIONS							
Full Plans Submission							
• **Plan charge payable on submission**							
Single storey extension, floor area not exceeding $10m^2$	426.79	386.67	Y	77.33	464.00	8.7%	31.01
Single storey extension, floor area exceeding $10m^2$ but not exceeding $40m^2$	221.10	200.83	Y	40.17	241.00	9.0%	16.58
Single storey extension, floor area exceeding $40m^2$ but not exceeding $80m^2$	262.91	238.33	Y	47.67	286.00	8.8%	19.24
• **Inspection Charge payable after first inspection**							
Single storey extension, floor area exceeding $10m^2$ but not exceeding $40m^2$	338.81	307.50	Y	61.50	369.00	8.9%	25.16
Single storey extension, floor area exceeding $40m^2$ but not exceeding $80m^2$	463.09	420.00	Y	84.00	504.00	8.8%	34.09
Building Notice Submission							
• **Payable on submission**							
Single storey extension, floor area not exceeding $10m^2$	469.69	425.83	Y	85.17	511.00	8.8%	34.42
Single storey extension, floor area exceeding $10m^2$ but not exceeding $40m^2$	616.01	558.33	Y	111.67	670.00	8.8%	44.99
Single storey extension, floor area exceeding $40m^2$ but not exceeding $80m^2$	792.00	718.33	Y	143.67	862.00	8.8%	58.33

DESCRIPTION OF FEES	2023/24 CHARGES	PROPOSED 2024/25 Charge				NET VARIANCE FROM PREVIOUS YEAR	
	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
Full Plans Submission				0.00			
• **Plan charge**							
Two storey extension not exceeding 40m^2	221.10	200.83	Y	40.17	241.00	9.0%	16.58
Two storey extension, exceeding 40m^2 but not exceeding 80m^2	262.91	238.33	Y	47.67	286.00	8.8%	19.24
• **Inspection Charge**							
Two storey extension not exceeding 40m^2	463.09	420.00	Y	84.00	504.00	8.8%	34.09
Two storey extension, exceeding 40m^2 but not exceeding 80m^2	521.40	472.50	Y	94.50	567.00	8.7%	38.00
Building Notice Submission							
• **Payable on submission**							
Two storey extension not exceeding 40m^2	751.31	680.83	Y	136.17	817.00	8.7%	54.74
Two storey extension, exceeding 40m^2 but not exceeding 80m^2	862.39	781.67	Y	156.33	938.00	8.8%	63.01
Full Plans Submission							
• **Plan charge**							
Loft conversion that does not include the construction of a dormer (max 50m^2)	447.71	405.83	Y	81.17	487.00	8.8%	32.74
Loft conversion that includes the construction of a dormer (max 50m^2)	262.91	238.33	Y	47.67	286.00	8.8%	19.24
• **Inspection Charge**							
Loft conversion that includes the construction of a dormer (max 50m^2)	337.69	305.83	Y	61.17	367.00	8.7%	24.42
Building Notice Submission							
• **Payable on submission**							
Loft conversion that does not include the construction of a dormer (max 50m^2)	493.91	447.50	Y	89.50	537.00	8.7%	35.91
Loft conversion that includes the construction of a dormer (max 50m^2)	661.09	599.17	Y	119.83	719.00	8.8%	48.26
Full Plans Submission							
• **Plan / Inspection charge**							
Erection or extension of a non-exempt detached domestic garage (or similar) up to 80m^2	300.30	272.50	Y	54.50	327.00	8.9%	22.25
Erection or extension of a non-exempt attached domestic garage (or similar) up to 40m^2	357.49	324.17	Y	64.83	389.00	8.8%	26.26
Conversion of an attached/integral garage of a dwelling into an habitable room(s)	303.60	275.00	Y	55.00	330.00	8.7%	22.00
Building Notice Submission							
• **Payable on submission**							
Erection or extension of a non-exempt detached domestic garage (or similar) up to 80m^2	357.49	324.17	Y	64.83	389.00	8.8%	26.26
Erection or extension of a non-exempt attached domestic garage (or similar) up to 40m^2	429.00	389.17	Y	77.83	467.00	8.9%	31.67
Conversion of an attached/integral garage of a dwelling into an habitable room(s)	333.30	302.50	Y	60.50	363.00	8.9%	24.75
FLEET MOT CHARGES							
• MOT of Car	49.50	53.80	N	0.00	53.80	8.7%	4.30
• MOT of Minibus	60.50	65.80	N	0.00	65.80	8.8%	5.30

DESCRIPTION OF FEES	2023/24 CHARGES	PROPOSED 2024/25 Charge				NET VARIANCE FROM PREVIOUS YEAR	
	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
TRADE WASTE							
REFUSE COLLECTION							
• Sacks: 52 sacks (per year)	137.50	137.50	N	0.00	137.50	0.0%	0.00
• 140 Litre Wheeled Bins (per bin per year)	194.70	194.70	N	0.00	194.70	0.0%	0.00
• Second And Subsequent Bins (per bin per year)	144.10	144.10	N	0.00	144.10	0.0%	0.00
• 240 Litre Wheeled Bins (per bin per year)	287.10	287.10	N	0.00	287.10	0.0%	0.00
• Second And Subsequent Bins (per bin per year)	237.60	237.60	N	0.00	237.60	0.0%	0.00
• 360 Litre Wheeled Bins (per bin per year)	390.50	390.50	N	0.00	390.50	0.0%	0.00
• Second And Subsequent Bins (per bin per year)	346.50	346.50	N	0.00	346.50	0.0%	0.00
• 770 Litre Wheeled Bins (per bin per year)	823.90	823.90	N	0.00	823.90	0.0%	0.00
• Second And Subsequent Bins (per bin per year)	694.10	694.10	N	0.00	694.10	0.0%	0.00
• 1100 Litre Wheeled Bins (per bin per year)	1,058.20	1,058.20	N	0.00	1,058.20	0.0%	0.00
• Second And Subsequent Bins (per bin per year)	933.90	933.90	N	0.00	933.90	0.0%	0.00
RECYCLING (Trade Waste)							
• 140 Litre Wheeled Bins (per bin per year)	95.70	95.70	N	0.00	95.70	0.0%	0.00
• Second And Subsequent Bins (per bin per year)	71.50	71.50	N	0.00	71.50	0.0%	0.00
• 240 Litre Wheeled Bins (per bin per year)	140.80	140.80	N	0.00	140.80	0.0%	0.00
• Second And Subsequent Bins (per bin per year)	117.70	117.70	N	0.00	117.70	0.0%	0.00
• 360 Litre Wheeled Bins (per bin per year)	192.50	192.50	N	0.00	192.50	0.0%	0.00
• Second And Subsequent Bins (per bin per year)	171.60	171.60	N	0.00	171.60	0.0%	0.00
• 770 Litre Wheeled Bins (per bin per year)	408.10	408.10	N	0.00	408.10	0.0%	0.00
• Second And Subsequent Bins (per bin per year)	343.20	343.20	N	0.00	343.20	0.0%	0.00
• 1100 Litre Wheeled Bins (per bin per year)	525.80	525.80	N	0.00	525.80	0.0%	0.00
• Second And Subsequent Bins (per bin per year)	463.10	463.10	N	0.00	463.10	0.0%	0.00

DESCRIPTION OF FEES	2023/24 CHARGES	PROPOSED 2024/25 Charge				NET VARIANCE FROM PREVIOUS YEAR	
	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
DOMESTIC WASTE							
REPLACEMENT BINS							
• New Wheeled Bin 140l (Refuse)	35.20	38.00	N	0.00	38.00	8.0%	2.80
• New Wheeled Bin 140l (Recycling)	FREE	FREE	N	0.00	FREE	N/A	N/A
• New Wheeled Bin 240l (Refuse)	39.60	43.00	N	0.00	43.00	8.6%	3.40
• New Wheeled Bin 240l (Recycling)	FREE	FREE	N	0.00	FREE	0.0%	N/A
• New Wheeled Bin 360l (Refuse) Standard	71.50	77.00	N	0.00	77.00	7.7%	5.50
• New Wheeled Bin 360l (Refuse) Lockable	94.60	102.00	N	0.00	102.00	7.8%	7.40
• New Wheeled Bin 360l (Recycling) Standard & Lockable	FREE	FREE	N	0.00	FREE	N/A	N/A
• New Wheeled Bin 770l (Refuse)	369.60	402.00	N	0.00	402.00	8.8%	32.40
• New Wheeled Bin 770l (Recycling)	FREE	FREE	N	0.00	FREE	N/A	N/A
• New Wheeled Bin 1100l (Refuse)	379.50	412.00	N	0.00	412.00	8.6%	32.50
• New Wheeled Bin 1100l (Recycling)	FREE	FREE	N	0.00	FREE	N/A	N/A
• Reconditioned Wheeled Bin 140l (Refuse)	18.70	20.00	N	0.00	20.00	7.0%	1.30
• Reconditioned Wheeled Bin 140l (Recycling)	FREE	FREE	N	0.00	FREE	N/A	N/A
• Reconditioned Wheeled Bin 240l (Refuse)	24.20	26.00	N	0.00	26.00	7.4%	1.80
• Reconditioned Wheeled Bin 240l (Recycling)	FREE	FREE	N	0.00	FREE	0.0%	0.00
• Delivery Charge for all Bin Delivery	FREE	FREE	N	0.00	FREE	0.0%	0.00
BULKY ITEM COLLECTION							
• Upto 3 bulky items (additional charge for white goods below)	22.00	23.00	N	0.00	23.00	4.5%	1.00
• Fee per additional bulky item thereafter	7.70	8.00	N	0.00	8.00	3.9%	0.30
• Additional charge per item (white goods only)	11.00	12.00	N	0.00	12.00	9.1%	1.00
• One free collection per year for residents on the Council's assist list	FREE	FREE	N	0.00	FREE	N/A	N/A
WASTE ADMINISTRATION CHARGES							
• Redelivery of bin after suspension (trade waste)	44.00	47.00	N	0.00	47.00	6.8%	3.00
• Reducing contract (trade waste)	38.50	41.00	N	0.00	41.00	6.5%	2.50

DESCRIPTION OF FEES	2023/24 CHARGES	PROPOSED 2024/25 Charge				NET VARIANCE FROM PREVIOUS YEAR	
	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT

Exclusions

Markets
As a result of economic and market conditions, market fees and charges will be set as per the usual charge but will be varied to take advantage of opportunties as and when they arise

Leased out buildings
To be reviewed in line with lease agreement

OCLL
OCLL charges for Swimming Pools and recreation facilities have been excluded from this report as they set their own fee levels.

APPENDIX 11: MTFS Summary

	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000
Prior Year Net Revenue Budget	**275,474**	**289,065**	**301,591**	**307,020**	**318,412**
Adjustments to the Base Budget					
Flexible use of Capital Receipts	2,600	2,600	2,600	2,600	2,600
Reversal of Use of Reserves	9,886	10,753	0	0	0
Reversal of MRP	4,800	0	0	0	0
Reversal of Transfer to GMCA BR Reserve	28	(94)	(496)	193	197
Revised Base Position	**292,788**	**302,324**	**303,695**	**309,813**	**321,209**
Expenditure Adjustments					
Pay Inflation	10,093	4,772	4,915	5,063	5,215
Contractual Inflation	500	0	0	0	0
Service Inflation	0	1,000	1,000	1,000	1,000
Energy Price Inflation	(1,600)	0	0	0	0
Public Health	918				
Fees & Charges	(1,000)	(500)	0	0	0
General Demand Pressures - Demographics	2,350	3,500	1,000	1,000	1,000
Impact of National Living Wage Foundation Living Wage commitment	6,236	4,000	4,120	4,244	4,371
Charging Reform	0	1,000	1,000	1,000	1,000
Adult Social Care - Adult Social Care Discharge Fund (BCF)	(1,046)	0	0	0	0
Adult Social Care - Market Sustainablity and Improvement Fund	(1,324)	0	0	0	0
Adult Social Care - Market Sustainablity and Improvement Fund 2023/24	(958)	0	0	0	0
Children's Services Demand	10,000	2,000	0	0	0
Temporay Accommodation	2,162	0	0	0	0
Development Fund / Political Priorities / Commitments	500	1,000	1,000	1,000	1,000
Home to School Transport - Additional Costs	750	250	250	250	0
Capital Charges	1,450	3,500	3,500	3,500	3,500
Investment Income	(1,250)	500	250	250	0
Other	803	2,089	1,514	14	14
Total Expenditure Adjustments	**28,584**	**23,111**	**18,549**	**17,321**	**17,100**
Impact of Levies, the Statutory Charge and Contributions	**872**	**2,634**	**1,382**	**1,423**	**1,465**
Total Expenditure	**322,244**	**328,069**	**323,627**	**328,556**	**339,773**
Funded By:					
Government Grant					
Business Rates Top Up Grant	(47,496)	(48,378)	(49,830)	(51,325)	(52,864)
Grant in Lieu of Business Rates	(27,581)	(31,069)	(32,001)	(32,961)	(33,950)
Public Health Grant	(341)	0	0	0	0
Improved Better Care Fund Grant	(11,188)	(11,188)	(11,188)	(11,188)	(11,188)
Social Care Support Grant	(27,507)	(30,325)	(30,325)	(30,325)	(30,325)
Adult Social Care Reform	0	(1,000)	(2,000)	(3,000)	(3,000)
Housing Benefit Administration Grant	(748)	(700)	(600)	(400)	(400)
Services Grant	(452)	(350)	(200)	(200)	(200)
Other	(214)	(7)	(5)	(3)	(1)
Total Government Grant Funding	**(115,527)**	**(123,017)**	**(126,149)**	**(129,402)**	**(131,928)**
Locally Generated Income					
Retained Business Rates	(56,283)	(55,231)	(50,300)	(50,795)	(51,290)
Council Tax Income - General Purposes	(98,844)	(103,179)	(107,748)	(112,565)	(117,644)
Adult Social Care Precept	(17,311)	(19,800)	(22,445)	(25,258)	(28,241)
Parish Precepts	(350)	(364)	(378)	(392)	(406)
Collection Fund Contribution	(750)	0	0	0	0
Total Locally Generated Income	**(173,538)**	**(178,574)**	**(180,871)**	**(189,010)**	**(197,581)**
Total Funding	**(289,065)**	**(301,591)**	**(307,020)**	**(318,412)**	**(329,509)**
Budget Reduction Requirement	**33,180**	**26,477**	**16,607**	**10,145**	**10,264**
Previously Approved Budget Reductions	**(8,800)**	**(6,321)**	**(2,134)**	**(998)**	**0**
Return on Children's Investment	**0**	**(2,186)**	**(1,293)**	**(998)**	**0**
2024/25 Proposed Budget Reductions	**(11,027)**	**(4,819)**	**0**	**0**	**0**
Total Flexible Use of Capital Receipts	**(2,600)**	**(2,600)**	**(2,600)**	**(2,600)**	**(2,600)**
Reserves					
Bus Reform - Approved 2022/23 Budget	0	(1,432)	0	0	0
General Use of Reserves (Approved 2023/24)	(10,753)	0	0	0	0
Total Use of Reserves	**(10,753)**	**(1,432)**	**0**	**0**	**0**
Net Gap/Budget Reduction Requirement	**0**	**11,305**	**11,873**	**6,547**	**7,664**

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Appendix 12

PAY POLICY STATEMENT 2024/25

Introduction & Purpose

1. 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. It excludes teaching and other school staff working for the Local Authority under the scope of a School Governing Body. It identifies;

   - 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 2024/25 the approval will be at the Budget Council meeting of 28th February 2024.

4. 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 2024/25 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 processes.

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. In recent years, there has been a rise in demand for certain skills and expertise in a variety of public sector roles, so it is important that we understand how best to respond to attract and retain the expertise we need to be competitive with comparable organisations. The post-pandemic legacy has also created more opportunities for staff to look for roles across a broader geography because of hybrid working and so we need to ensure our working arrangements reflect this.

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 new triennial period started on 1 April 2023, 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.

Chief Officer Remuneration

16. Chief Officer (statutory definition) Section 43(2) of the Localism Act defines a 'Chief Officer' for the purposes of the Pay Policy Statement as meaning the following:-

    (a) the Authority's Head of Paid Service
    (b) the Authority's Monitoring Officer
    (c) the Authority's Director of Children's Services
    (d) the Authority's Director of Social Services
    (e) the officer having responsibility for the administration of the Authority's financial affairs
    (f) any officer for whom the Authority's Head of Paid Service is directly responsible; or who, as respects all or most of the duties of his post, is required to report directly or is directly accountable to the Authority's Head of Paid Service; or who, as respects all or most of the duties of his post, is required to report directly or is directly accountable to the Authority itself or any committee or sub-committee of the Authority.
    (g) any officer who, as respects all or most of the duties of his post, is required to report directly or is directly accountable to one or more of the officers listed at points (a) to (f) above.

    The definition of 'Chief Officers' excludes any officer 'whose duties are solely secretarial or clerical or are otherwise in the nature of support services'.

17. 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.

18. 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.

19. 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.

20. Some chief officer posts carry additional payments. These additional payments are supplementary to basic salary and may represent a contractual obligation.

21. 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.

22. 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.

23. Following an external benchmarking exercise for the recruitment of the Chief Executive (Head of Paid Service) process, Appointments Committee of the Council proposed a new banding of £165,000 to £180,000 for the Chief Executive (Head of Paid Service) which was agreed by Council on 12th July 2023. This now equates to £170,775 to £186,300 following the nationally agreed 3.5% increase announced in November 2023, and is backdated to 01.04.23.

Recruitment Of Chief Officers

24. 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 the Appointments Committee, or other constitutionally approved body. The Appointments Committee will also assume the responsibility from the Employment Committee in regard to all matters relating to Chief Officers (and deputy Chief Officer posts as specified by the Appointments Committee) and structures relating to those posts. There is a copy of the Council's Constitution on the Council's website to view for further details.

25. 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.

26. 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 Appointments Committee, or other constitutionally approved mechanism, and facilitate the interview sessions, providing a technical advisor to the interview panel when necessary.

27. The selection of a chief officer is made by a panel of Elected Members operating as the Appointments 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 Appointments Committee, or other constitutionally approved mechanism, is supported by the line manager of the post being recruited to and supported by the Assistant Director of HR & Organisational Development as the technical adviser in all matters relating to recruitment.

28. Full Council will consider the case for any salary in excess of £100,000, prior to an appointment to a post which is not within the salary range identified in Table 1. 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.

29. 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.

Payments On Termination

30. 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.

31. Payments on termination in relation to a severance package that would exceed £100,000 are subject to approval of full Council. However, it does not apply in relation to the cost of early access to, and/or enhancement of a retirement pension, where the employee's employment is terminated on grounds of ill health.

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 Assistant Chief Executive /Assistant Director of Human Resources and Organisational Development 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.

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.

Accountability And Decision Making

36. In accordance with the constitution of the Council, the Appointments 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 Assistant Chief Executive / Assistant Director of Human Resources and Organisational Development 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.

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2024/2025		
Salary Bracket (in £5000's)	**Number of Employees (FTE Salary)**	**Details (of Staff earning over £150,000)**
£50,001 - £55,000	79	N/A
£55,001 - £60,000	90	N/A
£60,001 - £65,000	5	N/A
£65,001 - £70,000	17	N/A
£70,001 - £75,000	17	N/A
£75,001 - £80,000	9	N/A
£80,001 - £85,000	6	N/A
£85,001 - £90,000	8	N/A
£90,001 - £95,000	0	N/A
£95,001 - £100,000	0	N/A
£100,001 - £105,000	5	N/A
£105,001 - £110,000	3	N/A
£110,001 - £115,000	0	N/A
£115,001 - £120,000	1	N/A
£120,000 - £125,000	0	N/A
£125,001 - £130,000	0	N/A
£130,001 - £135,000	0	N/A
£135,001 - £140,000	2	N/A
£140,001 - £145,000	1	N/A
£145,001 - £150,000	0	N/A
£150,001 - £155,000	0	N/A
£155,001 - £160,000	0	N/A
£160,001 - £165,000	0	N/A
£165,001 - £170,000	0	N/A
£170,001 - £175,000	0	N/A
£175,001 - £180,000	0	N/A
£180,001 - £185,000	0	N/A
£185,001 - £190,000	1*	Harry Catherall, Chief Executive (*actual salary is 0.6FTE = £111,800)

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Table 1 - Senior Management Remuneration

Appendix 12 b

Executive Management Team					2024/25
Job Title	**Grade**	**Salary Range**	**Contract Type**	**Additional Payments**	**Responsibilities:**
Chief Executive, Oldham Council	Chief Executive	£185,001 - 190,000	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
Deputy Chief Executive - People Services	Deputy Chief Executive	£140,001 - £145,000	Permanent	–	Executive direction for the following services: - Adult Social Care - Children & Young People (Social Care and Education) - Public Health, Libraries and Heritage & Arts - Youth, Leisure & Communities - Education, Skills and Early Years
Deputy Chief Executive - Place & Economic Growth	Deputy Chief Executive	£135,001 - £140,000	Permanent	£13,693 per annum Honoraria for CEx Development Role 0.4FTE (W.e.f 01.01.24)	Executive direction for the following services: - Environmental Management - Economy - Regeneration
Assistant Chief Executive	Assistant Chief Executive	£100,001 - £105,000	Permanent	–	Executive direction for the following services: - Communications, Strategy and Performance - HR and Organisational Development

Senior Managers 2024/25

Directorate	Job Title	Grade	Salary Range	Contract Type	Additional Payments	Responsibilities:
Chief Executive's and Corporate Services	Director of Childrens Social Care and Family Connect	Director	£100,001 - £105,000	Permanent	–	Strategic direction for the following services: ▪ Early Help & Family Connect ▪ Children's Social Care Management ▪ Children's Commissioning ▪ Children's Safeguarding
Chief Executive's and Corporate Services	Director of Education, Skills & Early Years	Director	£100,001 - £105,000	Permanent	–	Strategic direction for the following services: ▪ Education Improvement ▪ Inclusion ▪ SEND & SEN Support ▪ Employment & Skills ▪ Education Provision - Post 16 ▪ Post 16 & Business Development
Chief Executive's and Corporate Services	Director of Public Health	Director	£100,001 - £105,000	Interim	–	Holds the Statutory role for the Director of Public Health, plus: ▪ Heritage, Libraries & Arts
Chief Executive's and Corporate Services	Director of Economy	Director	£100,001 - £105,000	Permanent	–	Strategic direction for the following services: - Strategic Property, Housing and Regeneration - Planning and Building Control - Strategic Investment and Partnerships - Catering, Cleaning and Facilities Management
Chief Executive's and Corporate Services	Director of Environment	Director	£100,001 - £105,000	Permanent	–	Strategic direction for the following services: - Environment, Highways, Operational Services, Transportation, Public Protection & Streetlighting
Chief Executive's and Corporate Services	Director of Customer, Digital, Technology & Transformation	Chief Officer	£120,001 - £125,000	Permanent	–	Executive direction for the following services: - ICT, Customer Services & Transformation
Chief Executive's and Corporate Services	Director of Finance (S151 Officer)	Director	£105,001 - £110,000	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 - Revenues and Benefits
Chief Executive's and Corporate Services	Director of Legal Services	Director	£105,001 - £110,000	Permanent	–	Executive direction for the following services: ▪ Legal Service ▪ Statutory Monitoring Officer ▪ Constitutional & Democratic Services ▪ Registrars ▪ Elections & Member Services
Chief Executive's and Corporate Services	Managing Director of Children and Young People (DCS)	Chief Officer	£135,001 - £140,000	Permanent	–	Executive direction for the following services: - Statutory Officer for Children's Services (DCS) - Children's Social Care, Family Connect and Commissioning & Partnerships - Education, Skills and Early Years
Chief Executive's and Corporate Services	Director of Adults Social Care (DASS)	Chief Officer	£115,001 - £120,000	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

Appendix 12c

Pay Policy Statement table two: Chief Executive's salary expressed as a ratio of other salaries

Oldham Council

Table Two

CHIEF EXECUTIVE'S SALARY EXPRESSED AS A RATIO OF OTHER SALARIES

	£	RATIO
CHIEF EXECUTIVE	£186,300	-
MEDIAN SALARY	£30,296	1 : 6.15
MEAN SALARY	£33,951.15	1 : 5.49
LOWEST SALARY	£22,366	1 : 8.33

Figures are based on full time equivalent salaries and last updated for January 2024

Appendix 13

Big Oldham Conversation: Budget 2024/25

Responses to our Budget proposals

Last update: 14th February 2024

1 Overview

1.1 The Big Oldham Conversation public consultation on our budget proposals for 2023/24 went live on 16th January 2023 and ran until 9th February 2023.

1.2 This report summarises all responses we received to the budget consultation, including those received through our website as well as via social media.

1.3 Additional insight, from a number of varying sources, is provided where this has been collected within the last 12 months and where pertinent to overall sentiment on council spend, service delivery and resident priorities.

1.4 The report also details the communication and engagement activity carried out across channels to promote our budget consultation to as many residents, businesses, stakeholders and partners as possible across Oldham.

2 Summary

2.1 A total of 352 **responses** have been received to the budget consultation to date via the online consultation platform This is an increase on last year's consultation which gathered 232 formal responses which is a 51% increase. A further 19 responses were received via email to AskHarry, along with 29 consultation forms to Alex Park depot and a final 5 at Moorhey. Across all mediums, this takes the total number of responses received to 405.

2.2 The consultation, which was live on Oldham Council's new digital engagement platform, sets out the scale of budgetary pressures over the next two years, highlighting the need for savings. The survey asks respondents two broad questions. The first question asked respondents where they feel that savings should be made. The second question asked respondents to outline the service areas where spending should be prioritised.

2.3 Comments were also collected on our Council social media accounts, including Facebook and Twitter, both of which have a large, local following. Residents were able to add comments under the posts and reply to one another, prompting discussion amongst residents themselves. Due to the nature of the posts, there is no way to discern demographic information, although it is likely that contributors live within borough.

3. Publicity

3.1. Our budget consultation was promoted using our established channels of communication on the Oldham Council website and across social media on Twitter and Facebook.

3.2 "Organic" (i.e. unpaid) social media posts ran on Oldham Council's social media channels throughout the duration of the consultation period, signposting members of the public to the online consultation portal as well as inviting them to comment online. On Facebook, these posts received 3,446 impressions and on Twitter, our budget posts

gained 6,177. In total, therefore, organic social media posts on the budget issued on Council channels were seen by a total of 9,623.

3.3 A total of 111 comments were received on Facebook posts promoting the budget consultation and a further 20 comments were received on Twitter posts. These comments have been analysed and are included within the report.

3.4 A total of **1,300** views were made to the budget consultation page of the Oldham Council website during the consultation period (16 January to 9 February 2023).

4. Respondents

4.1. We received a total of 352 responses to our formal budget consultation along with over 9,623 impressions, including, views, comments and reactions on social media (across Facebook, Instagram, Twitter and LinkedIn).

4.2 Unlike the previous years' budget consultation, participants were not asked to provide any demographic information. This could be voluntarily provided via the engagement platform and the option to create an account however this was not a pre-requisite to taking part in the consultation. As the majority of participants opted not to disclose demographic information, this will not be part of the analysis.

5. Resident insight

5.1 As part of the formal budget consultation survey, respondents were asked two questions relating to the Budget. The first asked respondents where the council should seek to make savings and the second asked which services were most important to invest in.

5.2 This section of the report provides a summary of the feedback on the specific budget proposals, gathered through the online consultation portal. The report looks at the two questions asked and analyses these by common themes.

5.3 The report also considers the emerging themes for those who responded and social media and finally summarises insight taken from other engagement and consultation activities where this is relevant to the budget setting process and resident views around council services and spending priorities.

5. 1 Consultation Responses on Savings

Workforce

5.1.1 Reforming the council workforce was one of the most prominent themes which emerged throughout the budget consultation as a means to save money. As with the previous years' consultation, this has remained the most predominant theme around council savings.

5.1.2 The most common suggestion amongst these was for senior management teams to be streamlined and management posts to be cut, with many respondents citing their belief that salaries for senior officers were inflated and could be reduced. Many respondents felt that there is a top-heavy structure with unnecessary layers of management and

fewer frontline practitioners who work directly with families in Oldham to drive improved outcomes. There was a strong feeling from respondents felt that the council had an over-reliance on costly consultants and agency staff and not enough was being done to implement a ‘grow our own’ approach to workforce development.

5.1.3 Similarly, many respondents referred to the number of councillors across the borough and their associated allowances, with some respondents highlighting their feeling that councillors did not provide value for money and savings could be made by slimming down the number of councillors in Oldham and reducing the value of their allowances, particularly cutting vice-chair positions on committees.

Town Centre Regeneration

5.1.4 There were strong feelings on both sides around the value and necessity of Oldham’s capital regeneration projects although overall, the picture was highly mixed. Although there were many positive comments around the town centre regeneration plans and saw this a mechanism for revenue raising, the vast majority of respondents viewed the investment as at the direct expense of frontline services including interventions for children and young peoples’ services, social care and alleviating the impact of the cost-of-living crisis.

5.1.5 As with the findings of previous years' budget consultations, the current findings offer a valuable occasion to transparently communicate and elucidate the council's revenue streams. This opportunity serves as a platform to improve public understanding and foster greater clarity regarding the sources of income that sustain the council's operation and draw a distinction between revenue and capital spending. By communicating this to residents, the council not only engages in a proactive approach to financial transparency but also establishes a foundation for building trust and accountability with residents.

5.1.6 Despite sentiment being mixed, insight gathered over the last twelve months indicates that there is a strong feeling across the borough that the town centre offer is poor with a substandard retail offer and little to no cultural or food and drink facilities. In addition, there were a significant number of respondents who felt the proposals for the new theatre in Oldham were unnecessary, would not replicate the Oldham Coliseum and funding would have been better spent in protecting the future of this institution. It was clear from the volume of responses as well as their tone and content, that residents feel a deep sense of emotional attachment to the Oldham Coliseum.

5. 2 Consultation Responses on Spending

5.2.1 Responses to the question on where spending should be protected are set out below:

Children’s Services

5.2.2 Survey participants were clear and unanimous in their call for prioritising education and creating more opportunities for young people in council spending. The overwhelming agreement highlights the community's strong belief in investing in the future of our youth. Respondents stressed the need for increased funding in educational infrastructure, vocational training programs, and initiatives that broaden access to diverse learning opportunities.

5.2.3 Respondents emphasised the need for increased support for Child and Adolescent Mental Health Services (CAMHS) and the development of high-quality mental health care for our most vulnerable young people.

5.2.4 Investing in the early years and children's centres emerged as a focal point for expenditure, as highlighted by several respondents. They underscored the significance, viewing it as a proactive preventive measure that would mitigate against the need mitigating the need for high-cost services in the future. Residents clearly articulated their belief in prevention and early intervention strategies as a sound financial measure, but also related to this strongly as a point of principle with the need to protect and support our most vulnerable residents.

5.2.5 Residents frequently drew a distinction between essential services for individuals and those catering to the community or place, with sentiments such as "support vulnerable children before you pay for firework displays" echoing this perspective. The main sentiment suggested a prioritisation of services based on necessity, emphasising a preference for addressing core human need before allocating resources to more discretionary or 'nice to have' elements.

Adult social care

5.2.6 Adult social care was highlighted as a key spending priority for respondents. Some respondents cited the difficulty in accessing adult social care services for elderly relatives and the worry they have of the potential costs involved. Residents felt strongly that our adults should be protected as they enter older age and become more vulnerable.

5.2.7 Some comments drew comparisons with the services that had been offered locally many years ago indicating that they felt there has been a reduction in quantity and quality of local adult social care services with "*council run care homes either closed been privatised or are now run by NHS*".

5.2.8 Investment in adult social care, particularly concerning the workforce's recruitment and retention, was a focus for many. Some of the comments of this nature would indicate either responses from those with lived experience or those employed in the sector itself. Respondents expressed concerns about the challenges in attracting and retaining skilled professionals, prompting discussions on the efficacy of "grow your own" initiatives. However, wider workforce concerns were prevalent, encompassing issues such as insufficient supervision, inadequate training, and a lack of overall support. These factors not only impact the quality of care but also contribute to the difficulty in retaining dedicated professionals.

5.2.9 In articulating the need for strengthened adult social care sector, many respondents strongly emphasised the vital importance of increased investment in the voluntary sector across Oldham regarding this as an instrumental part of the wider system. There was an acknowledgment amongst some respondents of the interconnected nature of the social care system, spanning multiple organisations. This complexity raised concerns about the potential for individuals to slip through the cracks, highlighting the risk of gaps in the system. The recognition of this vulnerability underscored the broader impact on the overall well-being of the general population. The sentiment expressed reflects a shared awareness that a cohesive and well-coordinated social care system is vital to prevent individuals from experiencing lapses in support, ultimately safeguarding the well-being of the wider community.

Clean and Green

5.2.10 Clean and green issues and the local environment was referred to as an area in which spending should be prioritised in the upcoming budget with residents drawing a distinction between the provision of ‘essential services’ and stopping “spending money on vanity projects”.

5.2.11 One of the most prevalent responses was around the need to ensure clean, well-maintained streets to improve the look and feel of local areas. Residents specifically related this to overall pride in the borough. There was a feeling that districts in Oldham are in decline with many respondents referring to neighbourhoods as scruffy and unsightly. This echoes findings of previous consultations over the last two years including last year’s budget consultation in which this issue was repeatedly raised by respondents.

5.2.12 The maintenance of parks and green space was considered a key priority in spending plans. There is a clear sense of pride across Oldham in the quality of local community parks, greenspace and surrounding countryside. Residents in Oldham expressly linked the priority placed on maintaining parks and green spaces to the crucial aspect of mental health. The overwhelming sentiment is that these natural environments serve as vital havens for relaxation, recreation, and a break from the pressures of daily life. Survey responses consistently highlighted the recognised positive impact of green spaces on mental well-being, underscoring their role in reducing stress, enhancing mood, and providing a space for physical activity.

Housing

5.2.13 Residents identified housing as a crucial area deserving budgetary prioritization. Concerns spanned both social and private housing, with comments highlighting the prevalent poor condition of housing without effective recourse. Criticisms were directed at council housing teams, perceived as lacking authority in addressing issues with rogue landlords or subpar social housing conditions. Additionally, residents expressed dissatisfaction with lengthy waiting lists for social housing, further emphasising the need for attention and funding to address these challenges.

5.2.14 Some respondents drew connections between housing concerns and broader issues, particularly in relation to house prices impacting the younger generations. The sentiment was that rising house prices, coupled with stagnant salaries and a cost-of-living crisis, were disproportionately affecting younger individuals. This, in turn, raised concerns about the diminishing equality of opportunity and hindered social mobility. The perception was that the challenging housing market was placing younger generations at a distinct disadvantage, prompting a call to address not only housing conditions but also the larger socio-economic implications for the younger population.

5.2.15 Recent focus groups within the Parent Carer Panel, involving school and education staff and practitioners from the Private, Voluntary, and Independent (PVI) sector delved into discussions on barriers and enablers for establishing a robust home learning environment. Practitioners strongly emphasised housing as a pivotal barrier for young children, impacting not only their school readiness but also their emotional well-being and mental health. Examples were shared, illustrating instances where cramped and overcrowded living conditions hindered children's ability to learn, with living rooms transformed into bedrooms to accommodate large families. Moreover, practitioners highlighted cases of families relocating across the borough and Greater Manchester due to insecure housing tenancies, rising rents, and, often, the aftermath of domestic abuse, significantly affecting children's learning and sense of stability. Practitioners

stressed that housing is a fundamental human need, asserting that if the basics, like stable housing, aren't addressed, children cannot thrive, hindering improvements in various other areas of their well-being and development.

5. 3 Social Media Themes

5.3.1 As part of the communications plan, the budget consultation was promoted widely across social media including on Oldham Council's Facebook page which has a large, local following. Residents were able to add comments under the posts and reply to one another.

5.3.2 Mirroring the responses seen across the formal consultation, comments were strongly focused on the spending on the council's workforce and in particular councillor's allowances which was felt should be reduced given the picture of local authority funding. Again, comments related to the overall structure of the organisation with suggestions that posts should be deleted and staff should not receive any pay increases.

5.3.3 Many other comments related directly to service delivery and individual casework issues with queries around bin collections, potholes and instances of fly-tipping locally. Although this did not entirely relate to the council's questions around spending priorities, it does give some indication of the strength of feeling around clean and green issues locally.

5.3.4 Finally, other comments related to the consultation process itself, suggesting that the council should provide more detailed information around their current spending and any future plans or potential service changes so respondents are able to reflect properly and provide commentary and insight from a more informed perspective. This was a very similar sentiment echoed in the previous years' consultation and it may be the case that future budget consultations will provide more prescriptive information around the council's current financial position.

6. Conclusion

6.1 Oldham's budget consultation 2024/25 has engaged with residents, service users, staff, local businesses and partner organisations, to gather feedback on this year's proposals. This has included a wide range of feedback mechanisms, including a multi-channel communications strategy incorporating digital, social and traditional media, consultation events and through the dedicated online portal.

6.2 This report provides an overview of the responses received to our budget consultation following the interim report and has included wider responses received via social media as well as a summary of comments received across all channels.

6.3 As has been outlined above, there are clear, emerging themes around residents' broad priorities, with a strong focus on protecting our vulnerable adults and children, maintaining high quality key services such as street cleaning and bin collections, as well as maximising and improving local parks and green space.

6.4 The feedback on the budget reduction proposals will also be used to help shape the council's spending plans, helping drive future strategic planning across the system.

7. Next Steps

7.1 Elected members are asked to note the contents of the report and ensure that resident views and experiences are considered when making budget recommendations.

7.2 In line with some of the findings, members of the communication team will be developing plans to increase resident awareness of local government funding criteria, including how capital and revenue spending can be used. It is envisaged that greater clarity this increase resident confidence in the council's spending plans and the large-scale capital projects throughout the town centre.

Report to Council

Capital Strategy and Capital Programme 2024/25 to 2028/29 and Minimum Revenue Provision (MRP) Policy Statement

Portfolio Holder: Cllr Abdul Jabbar MBE, Cabinet Member for Finance and Corporate Resources

Report Author: Sarah Johnston, Director of Finance

Officer Contact: James Postle, Senior Finance Manager &
Paula Buckley, Finance Manager

28 February 2024

Reason for Decision

To set out the Capital Strategy for 2024/25 to 2028/29 and thereby the proposed 2024/25 capital programme, including identified capital investment priorities, together with the indicative capital programme for 2025/26 to 2028/29, 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 2024/25 to 2028/29 takes the essential elements of the 2023/24 to 2027/28 and previous years' strategies and programmes and moves them forward in the context of the financial and political environment for 2024/25.

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 2029/30 to 2038/39.

The format of the Capital Strategy reflects the requirements of the 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 14 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 and the Oldham Plan (Our Future Oldham), Creating a Better Place (CaBP) Programme, Medium Term Property Strategy (MTPS), Housing Strategy (HS) and Budget and Policy Framework
2. The Principles of the Capital Strategy
3. Priority Areas for Investment
4. Affordability, Delivery and Risk Associated with the Capital Strategy
5. Knowledge and Skills
6. Treasury Management
7. Long Term Loans
8. Other Non-Treasury Investments
9. Capital Resources to Support Capital Expenditure
10. Capital Investment and Disposal Appraisal
11. The Prioritisation of Capital Requirements
12. The Procurement of Capital Projects
13. The Measurement of the Performance of the Capital Programme
14. The Capital Investment Programme Board (CIPB)

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, aiming 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 aims of the Capital Strategy and its links to the Council's Corporate Plan and the Oldham Plan (Our Future Oldham). 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 is a significant element of the Council's planned Capital Expenditure over the five-year period 2024/25 to 2028/29.

Annex C of Appendix 1 sets out the proposed capital expenditure and financing for the period covered by the Capital Strategy, 2024/25 to 2028/29.
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 2024/25 revenue budget will utilise up to £2.600m of such funding from capital receipts.

Capital Programme 2023/24 to 2027/28

The 2023/24 month 8 capital monitoring position presented alongside this report includes expenditure projections that are a key determinant of the 2024/25 programme. The projected outturn spending position for 2023/24 is £78.633m. The Place and Economic Growth Directorate, which manages all of the major regeneration projects, constitutes the main area of expenditure. Prudential Borrowing provides the main source of financing (£40.644m) followed by Grants and Other Contributions (£29.069m).

Actual expenditure to 30 November 2023 was £46.267m (58.84% of the forecast outturn), a higher spending profile than that in previous years. The position will be kept under review and budgets will continue to be managed in accordance with forecasts.

Capital Programme 2024/25 to 2028/29

The Council has set out its capital programme for the period 2024/25 to 2028/29 based on the principles of the Capital Strategy. The Capital Programme and Capital Strategy are 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 the 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 the anticipated capital expenditure over the five year life of the 2023/24 to 2027/28 strategy was £332.173m, taking 2023/24 aside (£78.633m) this leaves £253.540m for the remainder of the approved 2024/25 to 2027/28 capital programme.

The capital programme includes proposed expenditure for 2024/25 of £99.683m of which the largest category is £83.226m of expenditure on regeneration, schools, transport and infrastructure projects within Place and Economic Growth Directorate. Total expenditure decreases to £81.076m, £34.838m, £35.640m and £2.000m in 2025/26, 2026/27, 2027/28 and 2028/29 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 £11.808m, Levelling Up Fund Grant of £18.273m, along with Future High Street Fund grant of £7.656m over the life of the programme. There are also considerable resources allocated to the Council via the Greater Manchester Combined Authority (GMCA) including the Mayors Cycling and Walking Challenge Fund (£6.847m) and estimated Local Transport Programme - Highway Maintenance Grant which totals £14.292m 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 9 of the Capital Strategy. The majority of capital Government Grant funding is ringfenced. Resources classified as ringfenced must be utilised to finance particular categories of expenditure and therefore are restricted in their use. The 2024/25 capital programme relies on £33.506m of ringfenced and £10.145m of un-ringfenced grants.

As in previous years, a major source of financing remains prudential borrowing. The amount required in 2024/25 (£49.638m) includes borrowing attributed to schemes that have slipped 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 2024/25 and during the year:

- The outcome of specific grant bids may be announced during the last quarter of 2023/24.
- The outcome of specific grant bids announced during 2024/25.
- It is also likely that there will be new initiatives announced in 2024/25.
- 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 2024/25 to 2028/29. The consideration of the proposed Capital Strategy and Capital Programme 2024/2025 by the Governance, Strategy and Resources Scrutiny Board on 25 January 2024 was a key element of the consultation process. The Board was content to commend the report to Cabinet. The Cabinet considered the Capital Strategy Programme and report at its meeting on 12 February 2024 and was content to commend the report to Council.

Recommendations
That Council approves:

i) The Capital Strategy for 2024/25 to 2028/29 at Appendix 1 of this report and summarised at section 2.1.

ii) The capital programme for 2024/25 and indicative programmes for 2025/26 to 2028/29 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.

iv) The Minumum Revenue Provision (MRP) Policy Statement 2024/25 and method of calculation and Prudential Indicators detailed in Appendix 2.

Capital Strategy and Capital Programme 2024/25 to 2028/29

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 2024/25 to 2028/29 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 2024/25 and 2025/26 in detail.

1.2 The Strategy does however include a longer-term vision, which also covers the time frame for 10 years from 2029/30 to 2038/39. 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 the latest Prudential and Treasury Management Codes issued by the Chartered Institute of Public Finance and Accountancy (CIPFA) in 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 2024/25 to 2028/29 capital spending plans of the Council. This, taken together with an update on spending in 2023/24, has a significant influence over the profiling of expenditure into future years.

1.6 The proposed Capital Strategy and Capital Programme for 2024/25 to 2028/29 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 2024/25 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.

2 Current Position

2.1 Capital Strategy 2024/25 to 2028/29

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, 2024/25 to 2028/29, but as advised above, the format and content of the Capital Strategy reflects the requirements of the latest guidance issued by CIPFA as part of the Prudential and Treasury Management Codes.

2.1.2 The 2024/25 to 2028/29 Capital Strategy is influenced by the principles which shape the overarching budget process for 2024/25 and is driven by the ethos of a Co-operative Council. 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 and redevelopment 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 are key to the economic and social recovery of the borough as it addresses the legacy from the COVID-19 pandemic and the challenges facing the economy arising from national and international developments.

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 2023/24.

Creating a Better Place Programme

2.1.3 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 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 programme envisages delivering an already approved £5.904mm of revenue budget savings over the Capital Strategy period.

2.1.5 Key programme areas and schemes included within the Creating a Better Place programme are set out below

- 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 which will 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. The Flexible Housing Fund will also support the provision of housing stock to reduce pressures the Council is facing in respect of nightly paid temporary accommodation
- Town Centre and Borough-Wide Regeneration – The Council's plans for 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). Key regeneration schemes such as the Spindles & Town Square Shopping Centres, Future High Street Fund schemes, Making Space for Live Performance, Northern Roots and the Old Library Building are detailed in Appendix 1 in Annex A.

- 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 £5.904m of annual revenue budget savings and a reduced requirement for backlog maintenance as well as informing the development of an asset disposal programme to reduce Council holdings of surplus assets and generate additional capital receipts.
- 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 a wide range of schemes which are either in train or will be started over the period 2024/25 to 2028/29.

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 the Appendix

1. The principles include:

- The requirement for all capital schemes to have a sponsor and to undergo a rigorous options appraisal process;
- The demonstration that a capital project must contribute to one or more of the Council's objectives and also regional strategies before a decision to invest is made
- 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 2024/25 to 2028/29 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.

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) Housing;
b) 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, Old Library Building and Royton Town Centre Development and other regeneration schemes);
c) Asset Management (including Medium Term Property Strategy, Surplus Sites and Working with NHS Partners);
d) Green Initiatives and Decarbonisation.

Highways and Transport

a) City Region Sustainable Transport Settlement (CRSTS) annual highways maintenance allocation;
b) Greater Manchester's (GM) Mayor's Cycling and Walking Challenge Fund;
c) Department for Transport Highway Maintenance Challenge Fund;
d) TfGM Active Travel Fund 2;
e) CRSTS - 'Streets for All' highways schemes.

Other Programmes and Schemes

a) Housing Initiatives (funded by Housing Revenue Account resources) including working with the Councils PFI partners to ensure that the condition of the housing stock is maintained;
b) Social Care (Including Better Care Fund (Disabled Facilities Grant) and responding to the Adult Social Care reform agenda and Children's Social Care provision.
c) Fleet Replacement;
d) Local Improvement Fund;
e) Greater Manchester (GM) Investment Fund Loans;
f) GM Devolution and Related Initiatives;
g) Opportunities arising from Levelling Up;
h) Matched Funding for Grant Bids;
i) 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 also includes 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 2029/30 to 2038/39.

Supporting Greater Manchester Devolution and Accessing National Infrastructure Strategy Resources

2.1.14 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 strategy for Greater Manchester sets out a route, over the next decade, to deliver this vision for the benefit of people, places and planet.

2.1.15 Working collectively across the city region, with partner Authorities and their communities, the focus is on improved wellbeing for the 2.8m who live in Greater Manchester, with better homes, jobs and transport.

2.1.16 Priorities of the strategy are making Greater Manchester a great place to visit, invest and study, with thriving businesses which are UK and world leading, in sectors including low carbon and digital. It's important that key strategies adopted in Oldham reflect the aims and aspirations of the GM strategy as this will be the key decision document for future funding that might be allocated through GMCA.

2.1.17 The Council will strive through its capital programme, to continue to support devolution activities.

Affordability, Delivery and Risk Associated with the Capital Schemes

2.1.18 In accordance with the requirements of the Prudential and Treasury Management Codes of Practice, 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 4 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 5 of Appendix 1.

Treasury Management

2.1.20 The Capital and Treasury Management Strategies of the Council are closely linked and Section 6 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 7 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 8 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 9 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 £2.600m to support the Council's use of flexibility in the utilisation of the capital receipts in 2024/25 (see section 2.1.30).

Capital Investment and Disposal Appraisal

2.1.25 Section 10 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 the performance of the investment portfolio.

The Prioritisation of Capital Requirements

2.1.26 Section 11 of Appendix 1 advises that once a bid for capital expenditure has passed through the Gateway Review 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 11, 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 12 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 13 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 based on best current practice. 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 14 of Appendix 1 advises that the CIPB will continue in its role as an Advisory Board chaired by the Cabinet Member for Finance and Corporate Resources. 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 for Levelling Up, Housing and Communities (DLUHC) to use capital receipts to fund the revenue cost of transformation. The 2024/25 revenue budget will rely on up to £2.600m of such funding from capital receipts. Annex D sets out the required Flexible Use of Capital Receipts Strategy which advises how the capital receipts will be used and the transformation programme that will deliver savings.

2.2 Capital Programme 2024/25 to 2028/29

2.2.1 The Council is required to set out its capital programme for the period 2024/25 to 2028/29 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 2024/25 is influenced by the performance of the capital programme for 2023/24. A review has taken place of planned spending in 2023/24 and the programme has been re-profiled as necessary with future years estimates updated.

Update on the 2023/24 Capital Programme

2.2.3 The 2023/24 month 8 capital monitoring position includes projections that are a key determinant of the 2024/25 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 2023/24 was approved at the Council meeting of 1 March 2023, with expenditure of £110.305m and supporting financing. This has been reduced downwards throughout the year and has subsequently been amended month on month. This includes the actions arising from the findings of the 2023/24 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 11 December 2023.

2.2.5 The latest available capital monitoring position for the 2023/24 to 2027/28 Capital Programme at month 8 included projected capital expenditure totalling £78.633m for 2023/24 matched with corresponding financing. The Place and Economic Growth Directorate which manages all of the major regeneration projects, constituted the main area of expenditure (£61.607m). Prudential Borrowing (£40.644m) provided the main source of financing followed by Grants and Other Contributions (£29.069m).

2.2.6 Actual expenditure to 30 November 2023 was £46.267m (58.84% of forecast outturn), a higher spending profile 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 2023/24 forecast capital spending and financing position as at Month 8 is set out in the following table.

Table 1 - Revised 2023/24 Capital Programme

Directorate Expenditure	2023/24 Capital Programme as at M08 £000
Community Health and Adult Social Care	5,302
Children's Services	4,281
Communities	186
Place and Economic Growth	61,607
Housing Revenue Account (HRA)	764
Corporate/ Information Technology (IT)	3,893
Capital, Treasury & Technical Accounting	2,600
Funding for Emerging Priorities	-
Total Expenditure	**78,633**

Funding	2023/24 Capital Programme as at M08 £000
Ringfenced Grants	(16,240)
Un-ringfenced Grants	(11,410)
Other Contributions	(1,419)
Capital Receipts	(7,841)
Prudential Borrowing	(40,644)
Revenue (HRA & General Fund)	(1,079)
Total Resources	**(78,633)**

2.2.8 The forecast capital receipts position as at 30 November 2023 is as follows:

Table 2 - Capital Receipts Position

Capital Receipts Position	£000
Forecast Capital Receipts Available by 31 March 2024	**(9,196)**
Expenditure to be Funded from Capital Receipts	7,841
Forecast Surplus in Capital Receipts	**(1,355)**

2.2.9 The revised capital programme requires the availability of £7.841m of capital receipts in 2023/24 for financing purposes. The total net usable capital receipts currently received in year is £3.284m with an additional estimate of £5.912m to be received by 31 March 2024 therefore the total estimated capital receipts for 2023/24 is £9.196m. A decision on the funding the shortfall in capital receipts will be taken as part of the year end 2023/24 financing of the Capital Programme. Members should note that the first £2.600m 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 2023/24.

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 2024/25 (and future years) reflects the results of the review.

2.2.11 It is anticipated that the 2023/24 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 2024/25 to 2028/29

2.3.1 The table below sets out the summary of the anticipated expenditure and matched financing of £253.237m, which incorporates resources expected to be carried forward from 2023/24. The proposed 2024/25 to 2028/29 programme reflects the 2023/24 month 8 position (summarised previously) together with an enhanced projection of expenditure for 2024/25 to 2028/29 incorporating anticipated spending on new initiatives and an allowance, at funding for emerging priorities for new initiatives/projects to be supported. The detailed programme is set out at Annex C of Appendix 1.

Table 3 - Capital Programme 2024/25 to 2028/29

Proposed Capital Spending	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000
Community Health and Adult Social Care	4,443	1,000			
Children's Services	4,724	5,058	3,188	2,000	
Communities	100	173			
Place and Economic Growth	83,226	68,621	26,601	17,859	1,000
Housing Revenue Account (HRA)	628	95			
Corporate/ Information Technology (IT)	2,919	2,809	2,039	3,661	1,000
Capital, Treasury & Technical Accounting	2,600	-	125	10,120	
Funding for Emerging Priorities	1,043	3,318	2,885	2,000	
Total Expenditure	**99,683**	**81,076**	**34,838**	**35,640**	**2,000**
Funding	**2024/25 £000**	**2025/26 £000**	**2026/27 £000**	**2027/28 £000**	**2028/29 £000**
Ringfenced Grants	(33,506)	(24,273)	(1,387)		
Un-ringfenced Grants	(10,145)	(4,360)	(5,107)	(4,054)	
Other Contributions	(183)				
Capital Receipts	(5,581)	(702)	(493)	(92)	
Prudential Borrowing	(49,638)	(51,646)	(27,851)	(31,494)	(2,000)
Revenue (HRA & GF)	(630)	(95)			
Total Funding	**(99,683)**	**(81,076)**	**(34,838)**	**(35,640)**	**(2,000)**

(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 2024/25 and beyond. Grants have been awarded/anticipated for Education, Social Care and Transport projects. The Council has not yet received all grant allocations for 2024/25. The grants will be incorporated into the capital programme when the notifications have been received.

2.4.2 The main sources of grant income in 2024/25 are associated with the Transport Capital and Town Centre Regeneration Programmes. Included within the Transport budget are the ringfenced Mayors Cycling and Walking Challenge fund of £6.775mm, City Region Sustainable Transport Settlement (CRSTS) of £3.753m and the un-ringfenced Highways Maintenance Grant of £4.475m. Within the Town Centre Regeneration budget are ringfenced allocations of £8.877m for Towns Fund, £7.773m for Levelling Up and £2.656m for Future High Street Fund Grant. 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 9 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 2024/24 capital programme relies on £33.506m of ringfenced and £10.145m of un-ringfenced grants.

2) Capital Receipts

This is income received from the sale of Council assets and is usually un-ringfenced. The 2024/25 programme relies on £5.581m 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 £2.600m of capital receipts in 2024/25 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 2024/25 programme relies on £49.638m of prudential borrowing which has been fully incorporated into the Medium-Term Financial Strategy.

2) Revenue

These are revenue resources which have been identified to fund capital projects and built into the revenue budget for the General Fund and Housing Revenue Account (HRA).

2.4.6 As in previous years, the major source of financing remains prudential borrowing; the amount required in 2024/25 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 Proposed Capital Programme

2.5.1 Annex C of Appendix 1 of this report details the proposed 2024/25 Capital Programme and the indicative programme for the period 2025/26 to 2028/29. 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 £253.237m with corresponding financing.

2.5.2 Total expenditure in 2024/25 is planned at £99.683m. However, the in-year position is anticipated to evolve as:

- There may be further Government funding allocations announced prior to the start of 2024/25.
- The outcome of specific grant bids will be announced during 2024/25.
- 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.

2.5.3 Therefore the overall capital programme position will be kept under review and any new information about funding allocations will presented to Members in future reports.

3. **Options/Alternatives**

3.1 The two options that Council is asked to consider are that:

a) Council accepts the proposed recommendations of Capital Strategy and Capital Programme for 2024/25 to 2028/29, Treasury Management indicators and MRP policy.
b) Council suggests an alternative approach to capital investment for 2024/25 to 2028/29, including the revision of capital priority areas.

4. **Preferred Option**

4.1 The preferred option is 3.1 (a) that Council accepts the proposed Capital Strategy and Capital Programme for 2024/25 to 2028/29, Treasury Management indicators and MRP policy.

5. **Consultation**

5.1 There has been consultation with the members of the Capital Investment Programme Board on the proposed Capital Strategy and Capital Programme for 2024/25 to 2028/29. The consideration of the proposed Capital Strategy and Capital Programme 2024/2025 by the Governance, Strategy and Resources Scrutiny Board on 25 January 2024 was a key element of the consultation process. The Board was content to commend the report to Cabinet. The Cabinet considered the Capital Strategy Programme and report at its meeting on 12 February 2024 and was content to commend the report to Council.

6. **Financial Implications**

6.1 These are covered within the body of the report and associated appendices.
Chris Kelsall (Assistant Director of Finance)

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 ongoing legal liabilities, potential overspending requiring an unbudgeted allocation of resources and the general risks around the uncertainty over the nature and level of the 2024/25 and future years' capital funding.

10.3 In line with 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 4.8 to 4.12.

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. **Community cohesion, including crime and disorder implications in accordance with Section 17 of the Crime and Disorder Act 1998**

15.1 None.

16. **Oldham Equality Impact Assessment, including implications for Children and Young People**

16.1 Not applicable.

17. **Key Decision**

17.1 Yes

18. **Forward Plan Reference**

18.1 FLC-08-23

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:	James Postle & Paula Buckley
Contact No:	0161 770 4247

20. **Appendices**

20.1 Appendix 1 – Capital Strategy 2024/25 to 2028/29

20.2 Appendix 2 – Minimum Revenue Provision (MRP) Policy Statement & Prudential Indicators.

Appendix 1

Oldham Council

Capital Strategy 2024/25 to 2028/29

Capital Strategy 2024/25 to 2028/29

Contents

Section	Title
1	Aims of the Capital Strategy and its links to the Council's Corporate Plan and the Oldham Plan (Our Future Oldham), 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	Affordability, Delivery and Risk Associated with the Capital Strategy
5	Knowledge and Skills
6	Treasury Management
7	Long Term Loans
8	Other Non-Treasury Investments
9	Capital Resources to Support Capital Expenditure
10	Capital Investment and Disposal Appraisal
11	The Prioritisation of Capital Requirements
12	The Procurement of Capital Projects
13	The Measurement of the Performance of the Capital Programme
14	The Capital Investment Programme Board
Annex A	Priority Areas for Investment
Annex B	Capital Investment Programme Board
Annex C	Capital Programme 2024/25 to 2028/29
Annex D	Flexible Use of Capital Receipts Strategy

1 Aims of the Capital Strategy and its Links to the Council's Corporate Plan and the Oldham Plan (Our Future Oldham), 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 2024/25 to 2028/29 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 Autumn Statement 2023 of 22 November 2023, subsequent Policy Statement of 14 December 2023 and the Provisional Local Government Finance Settlement of 18 December 2023, provided some funding certainty up to 2024/25, the end of the current Spending Review period. Recognising that funding estimates beyond 2024/25 are indicative, this Strategy is aligned to the revenue budget and therefore also focuses on 2024/25 and 2025/26 in detail with indicative estimates for 2026/27 and future years.

1.2 The Strategy does however include a longer term vision, which also covers the time frame for 10 years from 2029/30 to 2038/39. 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). 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.

CIPFA Prudential and Treasury Management Codes of Practice

1.7 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. After taking account of consultation comments, the final Codes were strengthened by CIPFA 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 2024/25 have incorporated the requirements of the Codes.

Co-operative Council

1.8 The 2024/25 to 2028/29 Capital Strategy is influenced by the principles which shape the overarching budget process for 2024/25 and is driven by the ethos of a Co-operative Council. 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 and redevelopment 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 are key to the economic and social recovery of the borough as it addresses the legacy from the COVID-19 pandemic and the challenges facing the economy arising from national and international developments.

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 2024/25.

1.9 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 approached 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) Work with a resident focus to ensure effective service delivery, achieving social value and maximising the impact of the resources invested.

The Council's Corporate Plan and the Oldham Plan (Our Future Oldham)

1.10 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.

1.11 The Council's previous Corporate Plan ran from 2017 to 2020, establishing the Council's values and behaviours, and the co-operative approach to working with residents. This plan expired at the start of the COVID-19 pandemic so as an interim measure a Covid Recovery Strategy was produced as a roadmap to supporting residents in response to the pandemic. This Covid Recovery Strategy has now been replaced with a new Corporate Plan which was approved at the Council meeting of 7 September 2022

1.12 Alongside the development of the Corporate Plan, the Council worked with partners to develop a new Oldham Partnership's vision document (Our Future Oldham). This was endorsed by the Council alongside the Corporate Plan at the Council meeting of 7 September 2022 and has subsequently been approved by members of the Oldham Partnership.

1.13 Our Future Oldham and the Council's Corporate Plan were developed in parallel to ensure that the Council's priorities over the next five years align as far as possible with our residents' broader vision for the future. This ensures the most effective and efficient use of resources to supporting the improvement of our residents lives.

1.14 The Council's Corporate Plan 2022-27 describes how the Council will maximise the impact of efforts and resources to improve the lives of residents in the borough. The Plan focuses specifically on the impact of the Council's work on children and young people. The Plan acknowledges the present and future challenges created by the cost of living crisis, and describes how services across the Council will be improved for residents. It sets out five policy priorities:

- Healthy, safe and well supported residents;
- A great start and skills for life;
- Better jobs and dynamic businesses;
- Quality homes for everyone;
- A clean and green future.

1.15 It also highlights the Councils new operational priorities as:

- Residents first;
- Placebased working;
- Digital;
- Working with communities to reduce need

1.16 Our Future Oldham outlines the vision for the future of the borough shared by the Oldham Partnership and informed by the views and priorities of residents. The document establishes a set of aims – the core elements of a good life in Oldham, that every resident should expect. These range from basics like a good education and a home that meets needs, to contributing to creating a richer life and place, such as opportunities to meet/work with neighbours/community. It also establishes the central governance model for the Oldham Partnership, including the functioning of the Partnership itself and its key delivery boards: the Economic Development Board, the Health and Wellbeing Board and the Communities Board.

1.17 The 2024/25 budget process has been heavily influenced by the aims of the Corporate Plan and Oldham Plan and the capital strategy has regard to the five policy and four operational priority areas above and how these can be delivered.

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 programme envisages delivering an already approved £5.904m of revenue budget savings.

1.20 The programme includes several schemes which are already at the the delivery stage including the redevelopment of the Spindles and Town Square Shopping Centres, 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 being progressed include Northern Roots, proposals for flexible office space for developing companies and environmental technology start-ups 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.

1.22 The Council has, during 2023/24 procured a Private Sector Partner, Muse, to deliver transformation in the Town Centre working with the Council under a joint venture partnership. Muse, in partnership with the Council will deliver a Town Centre Masterplan/Strategic Regeneration Framework that will cover the existing Tommyfield

Market site, former Magistrates Court, former Leisure Centre and the current Civic Centre and Queen Elizabeth Hall, with the potential for other sites to be included. The proposals will be residential-led and are expected to significantly contribute to the Council's target to deliver 2,000 residential units within the Town Centre. Work is underway to develop the proposals for the Town Centre sites and the Council has secured Brownfield Housing Land Grant of £3.15m.

1.23 The Council has succeeded in securing an allocation of £10.75m of Future High Street Fund (FHSF) grant and £24.4m of Towns Fund and £20m of Levelling Up 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 development of flexible office space and the Accessible Oldham project).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). The Levelling Up Fund will deliver the development of the Oldham Greenway including Jubilee Park; the Green Shoots Centre, a new incubation centre for environmental technology start-ups and a Learning Centre as part of the Northern Roots Project

1.24 The Council will seek to bid for and secure as much external funding as possible for the benefit of the Borough as new funding streams become available.

Medium Term Property Strategy

1.25 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.

1.26 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.

1.27 The implementation of the Creating a Better Place programme and the MTPS 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.

1.28 Given the current economic position 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 £5.904m of revenue budget savings between over the period of the Capital strategy.

1.29 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.

1.30 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, which forms a key element of the revenue savings expected to be generated from the Creating a Better Place Programme.

Housing Strategy

1.31 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.

1.32 Together with the Housing Strategy, a Strategic Housing Partnership has also been developed whereby the Council works collectively with key stakeholders to achieve the goals identified within the Housing Strategy Delivery plan.

1.33 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.

1.34 Delivery of Housing Strategy objectives has undoubtedly been disrupted by the current economic position. 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, with the Council's Delivery Partner, Muse.

1.35 The Council also has a strategic pipeline of development sites across the Borough and work is ongoing to determine the optimal method to develop these sites and deliver additional housing across the Borough.

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 Integrated Care Partnerships (ICP) 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 Integrated Care Partnership , 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 Creating a Better Place 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) Delivery of the Council's Corporate Plan 2022 to 2027 and Our Future Oldham, the Oldham Plan agreed by the Oldham Partnership;
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 proposed (but currently delayed) reform of the Adult Social Care system;
g) Development of new schemes from the opportunities arising from the levelling up agenda; 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 eight areas.

Principle 7
There will be no ringfencing of capital receipts to specific projects, with the exception of those detailed in section 9.3.15

Principle 8
For the purposes of preparing the Capital Strategy and Capital Programme for 2024/25, an assumption has been made that all resources that remain unallocated within the 2023/24 programme will be treated as though they are fully committed and carried forward into 2024/25 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.

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, after appropriate due diligence reviews, 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. 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 continues to develop and the integration agenda moves forward with the creation of the Greater Manchester Integrated Care Partnership and at a local level the Oldham Integrated Care Partnership, 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.

Principle 16
The Council will have a range of capital investment priorities. Whilst these are initially determined on an annual basis, it will reviewed and update the priorities in accordance with in-year developments, responding to local and national emerging issues. The priorities for 2024/25 to 2028/29 are set out in Section 3.

3 Priority Areas for Investment

3.1 The priority investment areas identified for the 2024/25 to 2028/29 period are covered below. This section highlights potential priority investment areas for 2024/25 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;

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) Housing
b) 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, Old Library Building, Royton Town Centre Development and Other Regeneration schemes)
c) Asset Management (including Medium Term Property Strategy, Surplus Sites and Working with NHS Partners)
d) Green Initiatives and Decarbonisation

2) Highways and Transport

a) City Region Sustainable Transport Settlement (CRSTS) annual Highways Maintenance allocation;
b) GM Mayor's Cycling and Walking Challenge Fund;
c) Department for Transport Highway Maintenance Challenge Fund;
d) Future High Street Fund
e) Active Travel Fund 2
f) CRSTS - 'Streets for All' highways schemes

3) Other Programmes and Schemes

a) Housing Initiatives (funded by the Housing Revenue Account Resources) including working with the Councils Private Finance Initiative (PFI) partners to ensure the condition of the housing stock is maintained
b) Social Care (including the Better Care Fund (Disabled Facilities Grant) and responding to the Adult Social Care reform agenda and Children's Social Care provision
c) Fleet Replacement
d) Local Improvement Fund
e) GM Investment Fund Loans
f) GM Devolution and Related Initiatives
g) Opportunities arising from Levelling Up
h) Matched Funding for Grant Bids
i) 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 2029/30 to 2038/39.

3.7 Further details of the capital priorities can be found in Annex A of this Capital Strategy.

4 Affordability, Delivery and Risk Associated with the Capital Strategy

4.1 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

4.2 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 10 of this Strategy.

4.3 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.

4.4 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

4.5 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.

4.6 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.

4.7 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

4.8 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 the current Cost of Living crisis. There is also the long term effect of the Brexit which some economic 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.

4.9 Managing risk within the Council 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 is subject to an annual review. The Strategy and Framework were reviewed in July 2023 and will be reviewed

again in July 2024 unless there are any signifacant changes in legislation which need to be addressed within the Strategy. The Council aims to minimise its exposure to unwanted risks through a range of mitigation strategies that are considered with each service, business case or capital project.

4.10 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.

4.11 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.

4.12 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 £512.418m by 2028/29.

Concept of Proportionality

4.13 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.

	2024/25 Estimate £'000	2025/26 Estimate £'000	2026/27 Estimate £'000	2027/28 Estimate £'000	2028/29 Estimate £'000
Total Net Non-Financial Investment Return	142	142	142	142	142
Net Revenue Budget	296,185	310,942	315,701	321,620	333,634
% of Net Non- Financial Investment Income as a contribution to Net Revenue Budget	0.048%	0.046%	0.045%	0.044%	0.042%

4.14 As can be seen in the table above, the net non-financial investment income as a contribution to the Net Revenue Budget is less than 1% over the life of the Capital Strategy. Within the Capital Strategy 2024/25 to 2028/29 there are no plans to invest in commercial activities solely to generate additional income in line with PWLB lending criteria.

5 Knowledge and Skills

5.1 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.

5.2 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.

5.3 The Council uses Arlingclose, 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 Governance, Strategy and Resources Sctuitiny Board Members to facilitate robust scrutiny and decision making. The Council provided a training session for Members of these Committees on 17 October 2023.

5.4 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.

6 Treasury Management

6.1 The Council produces a Treasury Management Strategy which is approved by full Council annually as part of the Budget Setting process.

6.2 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.

6.3 At the end of the five year Capital Strategy period the Council's debt is forecast to be £447.232m. 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 £182.387m of such liabilities at the start of 2024/25 which is expected to reduce to £121.326m by 2029/30. The Council's Operational Boundary for 2024/25

is forecast to be £518.750m. The Council's Authorised Borrowing limit will be £536.250m for 2024/25.

6.4 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 £140.7m.

6.5 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 Governance, Strategy and Resources Scrutiny Board 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.

6.6 Throughout the year the Audit Committee receives regular updates on Treasury Management 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.

6.7 Further detail can be found in the Treasury Management Strategy 2024/25.

7 Long Term Loans

7.1 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.

7.2 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.

7.3 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.

7.4 Loans are treated as capital expenditure and will therefore be approved as part of the Capital Programme.

8 Other Non-Treasury Investments

8.1 For many years, the Council has been working in an environment of historically low interest rates (although recently the positon has changed) and these low investment returns have contributed to pressure on the Council's revenue budget. Combined with the revenue budget shortfall the Council faces and the 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.

8.2 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. To date, these investment property acquisitions have not resulted in any requirements to be disclosed in the Council's Treasury Management Strategy.

8.3 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 £13.595m in the property fund and the investment currently generates a return of approximately 4.5% per annum.

8.4 Any further investment in the CCLA or any such longer term investment funds/bonds will only be undertaken after detailed and thorough due diligence process has been completed and having regard to the Treasury Management principles of security of capital, liquidity, yield and ethical investments.

9 Capital Resources to Support Capital Expenditure

9.1 The Utilisation of Capital Resources

9.1.1 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.

9.1.2 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.

9.2 Creation of a Central Pool of Capital Resources

9.2.1 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 some 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 2024/25 to 2028/29 Capital Programme.

b) The appropriate decision-maker for any subsequent revisions to the Capital Programme.

9.2.2 The Budget Council will make the final decision on the overarching Capital Programme for 2024/25 to 2028/29 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.

9.2.3 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.

9.2.4 In determining the size of the central fund, the CIPB will have regard to the following:

a) Delivery of the Council's Corporate Plan 2022 to 2027 and Our Future Oldham, the Oldham Plan agreed by the Oldham Partnership.
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 ICP
e) Social Care funding requirements arising from pooled funding arrangements
f) Development of new policies arising from the proposed (but currently delayed) reform of Adult Social Care.
g) The development of opportunities for new schemes arising from the levelling up agenda.
h) The Council's ambition to deliver its Housing Strategy.
i) Any resources allocated by Central Government after approval of the Council's 2024/25 to 2028/29 Capital Strategy/Capital Programme.

9.2.5 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.

9.2.6 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.

9.3 Methods of funding capital expenditure

9.3.1 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

9.3.2 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.

9.3.3 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

9.3.4 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.

9.3.5 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.

9.3.6 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 2023 to 31 October 2024. 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.

c) Capital Receipts

9.3.7 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’’.

9.3.8 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’’.

9.3.9 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).

9.3.10 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.

9.3.11 Such receipts have reduced substantially since the transfer of the housing stock to First Choice Homes Oldham (FCHO).

Value Added Tax (VAT) Shelter

9.3.12 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 2025/26 (the scheme will end in January 2026). 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.

9.3.13 FCHO has provided an indicative notification of the release of resources from the VAT shelter until the end of the scheme. These estimates are included in this current strategy and are being used to support the capital receipts requirement underpinning the overall Capital Programme.

Ringfencing of Capital Receipts

9.3.14 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.

9.3.15 The only area where the Council ringfences capital receipts is in respect of:

Flexible Use of Capital Receipts

9.3.16 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 extended to 31 March 2025 as part of the 2024/25 Provisional Local Government Finance Settlement (PLGFS). As previously stated, the Council intends to utilise £2.600m of capital receipts to fund elements of Oldham's transformational agenda in line with the Directive guidance. Therefore in 2024/25 the first £2.600m of qualifying dispoals/ receipts will be used to support the revenue budget via the financing of transformational projects.

9.3.17 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.

9.3.18 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

9.3.19 In considering the 2024/25 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.

9.3.20 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 (although the position is now moving to pre-pandemic conditions) 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.

9.3.21 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.

9.3.22 The availability of sites for sale could potentially be reduced if there is earmarking of key plots for inclusion in any future Joint Venture opportunities 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 and if required the Capital Programme will be amended accordingly.

9.3.23 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

9.3.24 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

9.3.25 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

9.3.26 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.

9.3.27 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.

9.3.28 The use of any Capital Section 106 funding will be presented to the CIPB for review.

g) Community Infrastructure Levy

9.3.29 The Council has the option to charge a Community Infrastructure Levy (CIL), a planning charge on new development 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 with CIL in Oldham as the viability of development in Oldham is low, meaning that the CIL charge might deter new development and, in any event, the charge collected would be relatively small because of the low viability. 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, and it should be noted that the Levelling Up and Regeneration Bill proposes a new Infrastructure Levy that is similar to CIL but would become mandatory once the relevant legislation and regulations are rolled out. More details on the proposed new Infrastructure Levy, and how it would be calculated, is awaited.

h) Private Finance Initiative (PFI) and Similar Initiatives

9.3.30 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 school projects, two housing projects, the Library and Lifelong Learning Centre,Chadderton Health and Wellbeing Centre and the Street Lighting Initiative.

i) UK Municipal Bonds Agency Plc

9.3.31 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.

9.3.32 To date the UKMBA has made one a standalone loan outside of the proportional guarantee. The loan was for £350 million for 5-years and was a floating rate and linked to the Sterling Overnight Index Average (SONIA).

9.3.33 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.

10. Capital Investment and Disposal Appraisal

10.1 Capital Investment

10.1.1 All capital investment will be commissioned on the recommendation of the Capital Investment Programme Board (CIPB) which will enable any expenditure and it's 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.

10.1.2 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.

10.1.3 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.

10.1.4 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.

10.1.5 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 and priorities

10.1.6 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.

<u>Gateway Review System</u>

10.1.7 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.

10.1.8 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.

10.1.9 Gateway Reviews are undertaken by the Creating a Better Place 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.

10.1.10 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.

10.2 **Service Challenge & Review, Efficient Use of Assets**

10.2.1 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.

10.2.2 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.

10.2.3 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).

10.2.4 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.

10.2.5 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.

10.2.6 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.

10.2.7 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.

11 The Prioritisation of Capital Requirements

11.1 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):

11.2 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 Corporate Plan, Oldham Plan and 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 digital transformation 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 long term impact of the COVID-19 pandemic.

11.3 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.

12 The Procurement of Capital Projects

12.1 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.

12.2 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.

12.3 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.

12.4 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) The establisnment in April 2022 of the Northwest Contactor Framework to facilitate the engagement of construction contractors to deliver Council planned projects. An additional benefit of the framework is, the option to generate additional income from other public bodies who wish to use the framework.

13 The Measurement of the Performance of the Capital Programme

13.1 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, incorporating risk assessment, risk management, option appraisal, cost v benefit analysis, etc. This ensures that investments are planned, managed and delivered prudently.

13.2 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.

13.3 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.

13.4 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.

13.5 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.

13.6 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 quarterly 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.

14 The Capital Investment Programme Board

14.1 The Capital Investment Programme Board (CIPB) is an Advisory Board and is chaired by the Cabinet Member for Finance and Corporate Resources. The lead Chief Officer for CIPB is the Deputy Chief Executive – Place. The Leader of the Council and the Statutory Deputy Leader 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.

14.2 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 2024/25 to 2028/29 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 2028/29 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 2029/30 to 2038/39.

A) Schemes to be Delivered in Years 0-5 (2024/25 to 2028/29)

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 (2024/25 to 2028/29); and
- those which will progress from 2029/30 to 2038/39 (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 On-going Requirements

There are requirements for the continued annual funding of existing programmes of work across the current five year programme and beyond. However, as mentioned in paragraph 3.3 in the Strategy, following the outcome of the review of the Capital Strategy 2024/25 to 2028/29, in the financial year 2028/29 no additional funding has been allocated to the programme in the following areas as cumulatively there is deemed to be sufficient unallocated resource to meet existing needs. The principle of continued funding

remains and will be revisited as part of the 2024/25 Capital Strategy. 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 including any emerging risks identified with Reinforced Autoclaved Aereted Concrete (RAAC). Provision for such expenditure is included within the Place and Economic Growth – Asset Management (Backlog maintenance and Other) service budget which has an allocation of £9.805m in 2024/25.

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 Place and Economic Growth – Asset Management (Education Premises) budget.

c) Childcare Expansion Grant

The Council to prioritise this funding to address local provision priorities to meet the capital costs associated with projects that help ensure sufficient places for:

- Children taking up an early years place through the expanded 30-hours entitlement for qualifying working parents (from the term following the child reaching 9-months to the term in which they turn 3-years-old);
- Increasing the supply of wraparound childcare for primary-school aged children.

d) ICT Strategy

The core elements of the ICT strategy are still relevant and supported by the Delivering a Sustainable Future (DaSF), Creating a Better Place (CaBP) and Digital Transformation Programmes.

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 investment in ICT is further categorised into the two main focus areas, namely 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 whilst providing a significant focus on cyber security protection.

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 with suitable Disaster Recovery provision and segregated backup facilities. Change will include further development of the Council's client estate deploying a zero-trust connection architecture and regarding the network, data connections will no longer traverse the datacentre. In 2024 there will also be the start of the council end-user device refresh, where eventually, up to 3,000 laptops will be replaced to ensure compliance. The network will also be developed with the Great Manchester One Network across the Borough. Key initiatives will reduce the current technical deficit existing in the infrastructure by replacement of systems for sustainability reasons and to enhance cyber resilience. External drivers such as the move to a fully digital network will be catered for in preparation for the national switch off, of the existing PSTN (Public Switched Telephone Network) at the end of 2025. 2024 will also see the workforce transfer to the new Spindles work space and alongside this the work will commence to demise the central network and data connectivity hub in the Civic, transferring it to a new central operational hub (with two primary comms rooms) in Spindles.

- **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 / Portfolio Management, rationalisation of functionality and decommissioning of systems as appropriate.

- **Business Support, HR/OD foundations** – the implementation of Workforce management automation by further exploiting the facilities offered by the MS Office365 platform and improvements to employee self-service within Council's HR and payroll system (iTrent), whilst also improving the end-to-end Starter and Leaver processes of the Council to gain improved control of licencing.

- **Workforce Collaboration and Productivity** – enabling staff to work from anywhere via leading edge and fully secure remote connection methods where they can access their stored documentation through cloud storage. This will include migrating the on-premise shared files from the datacentre into SharePoint Online. The new cloud-based telephony system will support hybrid working principles and will integrate telephony with a CRM system for improved customer service. Implementing more of the collaborative tools included within MsOffice365 will increase the productivity of the workforce and replacement of the current intranet will improve access to information for staff.

- **Customer Experience** – utilisation of the Customer Digital Platform to promote end to end digital services, redesigning / increasing services accessed through the customer portal will continue to be developed and will promote / utilise customer insights. Implementation of a new website will improve the customer journey and improvements to contact centre capabilities will be explored in conjunction with the customer digital platform.

- **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. To be achieved through the deployment of suitable data analysis tools and Business Intelligence (BI) accelerators for the customer, finance and social

care business units thereby supporting the challenges around Troubled families etc.

To finance the investment in the areas highlighted above, provision is included within the Information Technology service budget which has funding available of £2.919m in 2024/25.

e) Social Care

This resource will provide additional support for transformational schemes to further health and social care integration, and wider social care initiatives within both Adult's and Children's services including the provision of in-house residential accommodation. The current budget within the strategy is £2.350m and is available for such investment.

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 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 £5.904m of revenue budget savings over the life of the Capital Strategy. The Creating a Better Place programme incorporates a wide range of schemes which are either in train or will be started over the period 2024/25 to 2028/29.

The ambition set out within the Creating a Better Place programme will be supported with significant grant funding initially identified in the Levelling Up the UK White Paper in the form of £24.400m from the Towns Fund (£11.808m over this Capital Strategy period) and £10.750m from the Future High Streets Fund (£7.656m over this Capital Strategy period), from the Levelling Up Fund of £20m, (£18.273m over this Capital Strategy Period) and funding from the Public Sector Decarbonisation Scheme. 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.

Key programme areas and schemes included within the Creating a Better Place programme are set out below.

a) 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 This is a fund to support external partners to develop housing schemes 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. The Council will seek to bid for and secure as much external funding as possible to

achieve the aims of the Housing Stratergy, including the potential opportunities from the recently announced Local Authority Housing Fund which provides a new funding stream with the opportunity to construct/acquire a sustainable stock of affordable housing. The Flexible Housing Fund will also support the provision of housing stock to reduce pressures the Council is facing in respect of nightly paid temporary accommodation.

b) 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 £5.904m of revenue budget savings over the Capital Strategy period.

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. The first phase of the development of office space in the Spindles was completed in October 2022 and the Council is currently expecting to move into the office space over the last quarter of the 2022/23 financial year. Redevelopment of the centre is partially financed from over £12.000m of Towns Fund grant out of an allocation totalling £24.400m along with PSDS Grant funding of circa £2.000m having already been received.

Wider Town Centre Redevelopment

The Council is has procured Muse Developments as a Private Sector Partner (PSP) to enter into a Joint Venture with the Council to facilitate the regeneration of several key Town Centre Assets including the former Magistrates Court, Civic Centre and Queen Elizabeth Hall, Tommyfield Market and the former Leisure Centre with the option to include further sites with the agreement of the PSP and Council. The proposals are for a residential-led regeneration of the Town Centre to meet the Council's requirements for housing, however, it is expected that the proposals will also include other mixed uses.

Future High Streets Fund (FHSF) Schemes

Grant of £7.656m from the FHSF is supporting the delivery of three regeneration schemes over the period 2023/24 to 2027/28. 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 development of flexible office space.

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 will support the cost of enabling works and access routes as well as the construction of key infrastructure. Levelling Up Fund Grant of will support the provision of an Education Centre.

Old Library Building

The Old Library building is currently in the process of being refurbished and redeveloped to house the Council's Member services including the Council chamber, provide for an extension of Gallery Oldham and the provision of publicly accessible spaces to bring the historic building back into use and support plans to vacate the existing Civic Centre.

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

Other Regeneration Schemes

Other schemes which are progressing through to the construction phase include investigations into a potential Minewater Heat Network. The Council is also developing housing and employment sites at Broadway Green, Hollinwood and Salmon Fields. Housing developments at Southlink and Derker are also being progressed via land sales to developers. 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.

c) 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 £5.904m 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 legacy of COVID-19 pandemic and new current issues such as the war in Ukraine and the Cost of Living Crisis 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 2024/25 to 2028/29 includes an allocation within the Place & Economic growth – 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.

d) 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, the retrofit of existing assets and routine maintenance through the lens of whole-life business cases taking into account the future costs and carbon implications of energy use. Grant funding is available for the decarbonisation of Council buildings Public Sector Decarbonisation Scheme (PSDS) grant funding has already been obtained for projects at Oldham Leisure Centre, Alexandra Park Depot and the Spindles subject. but requires match funding from the Council. The Council will continue to identify key assets to be prioritised for decarbonisation works, based on the level of energy use and political priority. Additionally, the Council is still exploring the potential to develop a solar farm opportunity in the Borough now that rises in the wholesale price of electricity have improved the financial model for the scheme.

As well as Council investment in its own assets, there is potential to establish a strategic partnership which could help to unlock private sector investment for low carbon energy infrastructure in the borough. An initial assessment of need has identified a potential opportunity for £5.6bn of low carbon energy infrastructure in Oldham borough helping to delive our 2030 net zero aspirations.

As much social value arising from Council capital projects will be captured for Oldham's Green Technology and Services Sector supply chain businesses via the 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.

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 it's supporting 5-year Delivery Plan. Most of this funding is brought into the Transport Capital Programme and comprises a mixture of grants.

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.

The Local Transport Plan is in the process of being updated again, as per government direction, with an updated GM Delivery Plan (2027-32) and Local Implementation Plans to fit in with funding periods now in place.

Government changed the funding arrangements for Mayoral Combined Authorities from 2022/23 and 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 announced in April 2022 that Greater Manchester would receive £1.070bn 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.

Highways Maintenance funding for Oldham is a guaranteed figure of £3.067m per year between 2022/23 and 2026/27. Whilst Integrated Transport Block grant was distributed to districts on a formula basis for 2022/23 and 2023/24, there is uncertainty as to whether this allocation will continue for the rest of the funding period. This is due to the possibility of Integrated Transport Block being used as part of the funding strategy for Bus Franchising going forwards. This need will be reviewed on an annual basis.

Key elements of Oldham's current Transport Capital Programme include:

- £3.067m Highways Maintenance per year between 2022/23 and 2026/27.
- £4.5m Strategic Maintenance scheme for major maintenance / refurbishment of the Manchester Street Viaduct between 2023/24 – 2026/27 with £2m of maintenance block funding to match fund the scheme in 2025/26 and 2026/27.
- A GM Mayor's Cycling and Walking Challenge Fund grant of £11.600m for Tranche 6 Bee Network schemes (including the TfGM-led scheme 'Bee Network Crossings) - £1.765m spent between 2020/21 & 2022/23, forecasted spend of £3.495m in 2023/24 & £6.340m in 2024/25.
- CRSTS funding of £2.43m for Oldham to develop three 'Streets for All' highways schemes to full business case stage for TfGM assurance by mid-2024/25. The schemes focus on bus priority and active travel at St Marys Way (£0.9m), the Mumps Corridor (£0.675m) and Beal Valley, Shaw (£0.855m) and will seek assurance for capital funding to deliver schemes between 2024/25 – 2026/27.

Securing additional grant funding for investment in transport infrastructure is an Oldham Council priority and an ongoing activity. We are developing further schemes for which we will seek capital funding to deliver when the opportunity arises.

One of such opportunities currently being considered is the Local Electric Vehicle Infrastructure (LEVI) Fund. The LEVI Fund supports local authorities in England to plan and deliver electric vehicle charging infrastructure for residents without off-street parking. The fund comprises capital funding to support chargepoint delivery.

Oldham is included in a Greater Manchester submission to LEVI for a capital allocation totalling £16.158m, with £1.370m for Oldham.

Alongside this LEVI funding GM has included an allocation in the City Region Sustainable Transport Settlement (CRSTS) 2022-2027 to support the delivery of EV charging infrastructure for residents with no off-street parking. This capital allocation equates to £0.690m for Oldham and would need to be spent by 31st March 2027.

Other External funding for Sustainable Urban Drainage schemes are currently being explored although there is no futher detail released at this time.

There is a need to utilise some of the CRSTS capital allocation on staff resource to increase our capacity and capability to plan and deliver EV infrastructure, utilising the available grant funding.

External revenue grant funding secured is being used towards this scheme development, as well as the production of a Local Cycling and Walking Infrastructure Plan (LCWIP) for Oldham. This will highlight 'gaps' in active travel infrastructure that we will seek to secure funding to deliver through external funding sources, such as grant funding and developer contributions.

There is also the potential to secure additional funding for Oldham through TfGM led programmes including:

- CRSTS Bus Pinchpoint Programme;
- CRSTS Bus priority signing and lining;
- CRSRS Bus Stop Enhancement Programme.

Transport for Greater Manchester is working in partnership with the ten GM Local Authorities to ensure that the city-region is able 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.

As part of the 'Network North' announcements on 4 October 2023, government announced £8.3bn of additional highways maintenance funding over the period 2023/24 to 2033/34 for local road resurfacing and wider maintenance on the local highway network.

In Greater Manchester this equates to £2.964bn between 2023/24 and 2033/34. For Greater Manchester allocations for 2023/24 and 2024/25 have been set at £4.438m across GM in both years. Individual district allocations have not yet been set but this will be based on previous years formula and the funding will be available before the end of 2023/24 and added to the capital programme.

As well as the additional highways maintenance funding, £8.55bn of funding will be made available for CRSTS2 for the nine Mayoral Combined Authorities (MCAs) across the country. Subsequently, Greater Manchester have been informed of their indicative CRSTS2 funding settlement £2.474bn (over £1bn more than CRSTS1).

This gives us a greater level of confidence regarding funding continuity and an ability to manage our infrastructure investment as a longer-term pipeline – effectively a 10-year as opposed to a 5-year pipeline.

4 Other Programmes and Schemes

a) Housing Initiatives (Funded by the Housing Revenue Account Resources)

Given the reducing HRA balances following the below inflation rent increases applied over the next few years, the Council will need to determine for all future HRA projects, the best source of funding. However, the forecasts in this Capital Strategy reflect a planned use of balances.

There are 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:

- **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.

b) 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.

This resource will provide additional support for transformational schemes to further health and social care integration, and wider social care initiatives within both Adult's and Children's services.

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 2023/24 the full Better Care Fund (BCF) capital allocation in the form of Disabled Facilities Grant (DFG) was £2.548m; an initial allocation of £2.343m was supplemented by an additional allocation of £0.205m in September 2023 . 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 ICP). The 2023/24 funding is expected to be fully utilised together with a portion of the cumulative unspent grant brought forward from prior years. At present, there is no notification of future funding allocations, therefore an estimated allocation mirroring the current years initial grant of £2.343m has been included in 2024/25.

Within the proposed adult social care reforms, 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.

Oldham Total Care

The Council acquired Chadderton Total Care, a failing care home in the Borough in July 2023, wholly owned by the Council and renamed Oldham Total Care, the capital programme includes £0.350m in 2024/25 to deal with any capital expenditure that may be required as the Council continues to develop the facility.

Children's Change Programme including Social Care Demand Management

On 12 December 2022, the Council's Cabinet approved a report 'Children's Services Investment Proposals.' This outlined a £14.700m revenue investment in Children's Services in 2023/24.

The investment plan has been monitored throughout the year and adjusted accordingly for 2024/25 and future years. Within the investment plan is a proposal to increase the capacity for internally owned and managed residential care, the capital programme therefore includes £1.000m in each of 2024/25 and 2025/26 to fund the capital expenditure associated with the proposal.

Consideration is also being given to a Foster Carers Adaptation Schemes essentially capital funding to Oldham foster carers to enable them to adapt or extend their homes to care for foster children within the borough. Still very much at the feasibility stage it is envisaged that the scheme will make grants to eligible foster carers and will be contingent on them providing care for a period of ten years, any shortfall will require reimbursement of the funding on a sliding scale depending on the length of time care has been provided.

c) Fleet Replacement Programme

Additional resources have 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.

d) Local Improvement Fund

Within the life of the Capital Strategy there is an allocation of £0.273m (£0.100m in 2024/25 and £0.173m in 2025/26) for the Local Improvement Fund (LIF). The LIF encourages 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.

e) 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.

f) 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.

g) Opportunities arising from the Levelling Up Agenda

The levelling up agenda is focussed on a wide range of initiatives and funding streams and mentioned in section 4 of the strategy. The Council will ensure as more information becomes available about funding streams, the opportunities these provide 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.

h) 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.

i) 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 £1.043m is available in 2024/25 with a further £8.203m 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 war in Ukraine and the current Cost of Living crisis. 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) <u>Schemes to be delivered over a further 10 years (2029/30 to 2038/39)</u>

As previously advised, 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 2028/29 to 2037/38 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 may be 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.

Annex B

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 Cabinet Member for Finance and Corporate Resources. The Leader of the Council and the Statutory Deputy Leader 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 Deputy Chief Executive – Place.

Officers in attendance at CIPB are:

a) Deputy Chief Executive – Place
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 Creating a Better Place 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 Governance, Strategy and Resources Scrutiny Board 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 Cabinet Member for Finance and Corporate Resources, in consultation Deputy Chief Executive – Place 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

7.2 In additional 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.

Annex C

Expenditure	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000
Community Health and Adult Social Care	**4,443**	**1,000**			
Social Care	2,100	1,000			
Disabled Facilities Grant	2,343				
Children's Services	**4,724**	**5,058**	**3,188**	**2,000**	
Schools - General	4,724	5,058	3,188	2,000	
Communities	**100**	**173**			
Local Investment Fund	100	173			
Place and Economic Growth	**83,226**	**68,621**	**26,601**	**17,859**	**1,000**
Asset Management - Backlog Maintenance	5,705	2,100	1,000	-	1,000
Asset Management - Education Premises	2,869	1,664			
Boroughwide Developments	18,885	22,458	10,942	13,705	
Environment Servcies	326	100	1,070	100	
Housing	150	125			
Strategic Acquisitions	4,670	5,000			
Town Centre Developments	34,244	30,340	6,522	2,000	
Transport Services	16,007	6,044	5,067	2,054	
Fleet Management	370	790	2,000		
Housing Revenue Account	**628**	**95**			
Housing Revenue Account	628	95			
Corporate / Information Technology (IT)	**2,919**	**2,809**	**2,039**	**3,661**	**1,000**
Information Technology	2,919	2,809	2,039	3,661	1,000
Capital, Treasury & Technical Accounting	**2,600**	**0**	**125**	**10,120**	**0**
Strategic Investments			125		
Flexible Use of Capital Receipts	2,600				
Provision for Inflationary Pressures				10,120	
Capital General	**1,043**	**3,318**	**2,885**	**2,000**	
Funding for Emerging Priorities	1,043	3,318	2,885	2,000	
Budget Expenditure Total	**99,683**	**81,076**	**34,838**	**35,640**	**2,000**

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

Resources Available	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000
Ringfenced Grants	**(33,506)**	**(24,273)**	**(1,387)**	**-**	
Towns Fund	(8,877)	(2,931)	-		
Levelling Up Green Technology	(7,773)	(10,500)	-		
Mayor's Cycling and Walking Challenge Fund	(6,775)	(72)	-		
City Region Sustainable Transport Settlement (CRSTS)	(3,753)	(2,770)	-		
Future High Streets Fund	(2,656)	(5,000)	-		
High Needs Provision Capital Allocation (HNPCA)	(1,645)	(3,000)	(1,387)		
Devolved Formula Capital (DFC)	(737)	-	-		
Quality Bus Transit (QBT) Corridor	(407)	-	-		
UK Shared Prosperity Fund (UKSPF)	(400)	-	-		
Special Provision Fund - Pupils with Special Educational Needs (SEN) And Disabilities	(355)	-	-		
Local Growth and Reform 2 Grant	(121)	-	-		
Grant in Aid	(7)	-	-		
Un-ringfenced Grants	**(10,145)**	**(4,360)**	**(5,107)**	**(4,054)**	
Local Transport Programme - Highway Maintenance Grant	(4,475)	(2,696)	(5,067)	(2,054)	
School Condition Allocation (SCA)	(2,869)	(1,664)	-	-	
Better Care Fund (Disabled Facilities Grant)	(2,343)	-	-	-	
Basic Need Capital Grant	(458)	-	(40)	(2,000)	
Other resources – Capital Receipts	**(5,581)**	**(702)**	**(493)**	**(92)**	
Agreed Council Resources	(2,981)	(702)	(493)	(92)	
Flexible Use of Capital Receipts	(2,600)				
Other resources - Other	**(183)**	**-**	**-**	**-**	**-**
Contribution from 3rd Parties	(183)	-	-	-	-
Other resources - Prudential Borrowing	**(49,638)**	**(51,646)**	**(27,851)**	**(31,494)**	**(2,000)**
Prudential Borrowing	(49,638)	(51,646)	(27,851)	(31,494)	(2,000)
Revenue Contribution - Housing Revenue Account (HRA)	**(628)**	**(95)**	**-**	**-**	**-**
Revenue Contribution to Capital Outlay - HRA	(628)	(95)			
Revenue Contribution – General Fund(GF)	**(2)**	**-**	**-**	**-**	**-**
Revenue Contribution to Capital Outlay - GF	(2)				
Resources Total	**(99,683)**	**(81,076)**	**(34,838)**	**(35,640)**	**(2,000)**

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

Annex D

Flexible Use of Capital Receipts Strategy

Introduction

In March 2016, the former Secretary of State for Housing, Communities and Local Government, now the Department for Levelling Up, Housing & Communities (DLUHC) 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 has been extended several times, most recently to 31 March 2025.

This Capital Strategy and the MTFS of the Council has been prepared on the basis on the continued use of the Flexible Use of Capital Receipts for 2024/25.

Statutory Guidance

The Statutory Guidance and supporting 'informal commentary' published in March 2016,and updated in August 2022, 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".

The Council's Strategy

The Council intends to make use of the flexibility in the use of capital receipts for the financial year 2024/25.

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 2024 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 2024/25 to 2028/29 includes £2.600m in capital receipts specifically for this purpose. The first call on new capital receipts received in 2024/25 (£2.600m) 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 in 2024/25 capital receipts of £2.600m 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 2023/24
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 Regeneration and Housing scheme proposals and bids for capital funding opportunities including funding for feasibility, options apprasials and the early development of business cases.	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. This team will ensure that the efficiencies and savings that are anticipated within the Medium-Term Financial Strategy (MTFS) are achieved and support the development of the on-going programme of Council wide change.	1,000
ICT	The use of transformational funds to support Research and Development within ICT that drives a more digital approach to deliver efficiencies and support budget reductions in services. The ICT Service will explore new technology and undertake Proof of Concepts before rolling out new developments within the organisation.	100
Total Flexible Use of Capital Receipts Relied upon to support the revenue budget in 2024/25		**2,600**

Appendix 2

Oldham Council

Capital Strategy
2024/25 to 2028/29

Minimum Revenue Provision (MRP)
Policy Statement 2024/25

1.0 Capital Strategy 2024/25 Report Tables

1.1 Introduction

1.1.1 This capital strategy report gives a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services along with an overview of how associated risk is managed and the implications for future financial sustainability. It has been written in an accessible style to enhance members' understanding of these sometime technical areas.

1.1.2 Decisions made this year on capital and treasury management will have financial consequences for the Authority for many years into the future. They are therefore subject to both a national regulatory framework and to local policy framework, summarised in this report.

1.2 Capital Expenditure and Financing

Capital expenditure is where the Authority spends money on assets, such as property or vehicles, that will be used for more than one year. In local government this includes spending on assets owned by other bodies, and loans and grants to other bodies enabling them to buy assets.

1.2.1 In 2024/25, the Authority is planning capital expenditure of £99.683m as summarised below:

Table 1: Prudential Indicator: Estimates of Capital Expenditure

Proposed Capital Spending	2022/23 Outturn £000	2023/24 Forecast £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 Budget £000	2028/29 Budget £000
Community Health and Adult Social Care	3,006	5,302	4,443	1,000			
Children's Services	8,392	4,281	4,724	5,058	3,188	2,000	
Communities	6	186	100	173			
Place and Economic Growth	42,133	61,607	83,226	68,621	26,601	17,859	1,000
Housing Revenue Account (HRA)	210	764	628	95			
Corporate/ Information Technology (IT)	2,540	3,893	2,919	2,809	2,039	3,661	1,000
Capital, Treasury & Technical Accounting	2,500	2,600	2,600	-	125	10,120	
Funding for Emerging Priorities	-	-	1,043	3,318	2,885	2,000	
Total Expenditure	**58,787**	**78,633**	**99,683**	**81,076**	**34,838**	**35,640**	**2,000**

1.2.2 For full details of the Authority's capital programme, including the project appraisals undertaken are included within Appendix 1.

1.2.3 All capital expenditure must be financed, either from external sources (government grants and other contributions), the Authority's own resources (revenue, reserves and capital receipts) or debt (borrowing, leasing and Private Finance Initiative). The planned financing of the above expenditure is as follows:

Table 2: Capital financing

Funding	2022/23 Outturn £000	2023/24 Forecast £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 Budget £000	2028/29 Budget £000
Ringfenced Grants	(21,238)	(16,240)	(33,506)	(24,273)	(1,387)		
Un-ringfenced Grants	(13,784)	(11,410)	(10,145)	(4,360)	(5,107)	(4,054)	
Other Contributions	(287)	(1,419)	(183)				
Capital Receipts	(5,047)	(7,841)	(5,581)	(702)	(493)	(92)	
Prudential Borrowing	(18,194)	(40,644)	(49,638)	(51,646)	(27,851)	(31,494)	(2,000)
Revenue (HRA & General Fund)	(237)	(1,079)	(630)	(95)			
Total Funding	**(58,787)**	**(78,633)**	**(99,683)**	**(81,076)**	**(34,838)**	**(35,640)**	**(2,000)**

1.2.4 Debt is only a temporary source of finance, since loans and leases must be repaid, and this is therefore replaced over time by other financing, usually from revenue which is known as minimum revenue provision (MRP).

Table 3: Replacement of prior years' debt finance

	2022/23 Outturn £000	2023/24 Forecast £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 Budget £000	2028/29 Budget £000
Minimum revenue provision (MRP)	(20,286)	(16,674)	(23,288)	(27,216)	(29,535)	(27,965)	(32,736)

1.2.5 The Authority's full minimum revenue provision (MRP) statement forms part of this appendix at section 2.

1.2.6 The Authority's cumulative outstanding amount of debt finance is measured by the capital financing requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP and to replace debt. The CFR is expected to increase by £26.351m during 2024/25. Based on the above figures for expenditure and financing, the Authority's estimated CFR is as follows:

Table 4: Prudential Indicator: Estimates of Capital Financing Requirement

	31.3.2023 Outturn £000	31.3.2024 Forecast £000	31.3.2025 Budget £000	31.3.2026 Budget £000	31.3.2027 Budget £000	31.3.2028 Budget £000	31.3.2029 Budget £000
CFR	**465,723**	**490,527**	**516,878**	**541,308**	**539,625**	**543,154**	**512,418**

1.2.7 Asset management: To ensure that capital assets continue to be of long-term use, the Authority has an asset management strategy in place.

1.2.8 Asset disposals: When a capital asset is no longer needed, it may be sold so that the proceeds, known as capital receipts, can be spent on new assets or to repay debt. The Authority is currently also permitted to spend capital receipts "flexibly" on service transformation projects until 2025/26. Repayments of capital grants, loans and investments also generate capital receipts. The Authority anticipates it will receive £14.709m of capital receipts between 2023/24 to 2027/28.

Table 5: Budgeted Capital receipts

	2022/23 Outturn £000	2023/24 Forecast £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 Budget £000	2028/29 Budget £000
Capital Receipts	**(5,047)**	**(7,841)**	**(5,581)**	**(702)**	**(493)**	**(92)**	**-**

The Authority's Flexible Use of Capital Receipts Policy is included within Appendix 1.

1.3 Treasury Management

1.3.1 Treasury management is concerned with keeping sufficient but not excessive cash available to meet the Authority's spending needs, while managing the risks involved. Surplus cash is invested until required, while a shortage of cash will be met by borrowing, to avoid excessive credit balances or overdrafts in the bank current account. The Authority is typically cash rich in the short-term as revenue income is received before it is spent, but cash poor in the long-term as capital expenditure is incurred before being financed. The revenue cash surpluses are offset against capital cash shortfalls to reduce overall borrowing.

1.3.2 Due to decisions taken in the past, the Authority currently had £170.996m borrowing of borrowing, made up of £160.996m prior year borrowings, and an additional £10m temporary short-term borrowing has been undertaken for cashflow purposes over the year end period. No repayments have been made in this current financial year. The current average interest rate of borrowings is 3.69%. The current value of treasury investments is £52.785m at an average rate of 5.2%

1.3.3 Borrowing strategy: The Authority's main objectives when borrowing are to achieve a low but certain cost of finance while retaining flexibility should plans change in future. These objectives are often conflicting, and the Authority therefore seeks to strike a balance between cheaper short-term loans and long-term fixed rate loans where the future cost is known but higher.

1.3.4 The Authority does not borrow to invest for the primary purpose of financial return and therefore retains full access to the Public Works Loans Board.

1.3.5 Projected levels of the Authority's total outstanding debt (which comprises borrowing, PFI liabilities, leases and transferred debt) are shown below, compared with the capital financing requirement (see above).

Table 6: Prudential Indicator: Gross Debt and the Capital Financing Requirement

	2022/23 Outturn £000	2023/24 Forecast £000	2024/25 Budget £000	2025/26 Budget £000	2026/27 Budget £000	2027/28 Budget £000	2028/29 Budget £000
Debt (incl. PFI & leases)	336,335	354,748	411,692	446,122	454,439	467,968	447,232
Capital Financing Requirement	465,723	490,527	516,878	541,308	539,625	543,154	512,418

1.3.6 Statutory guidance is that debt should remain below the capital financing requirement, except in the short-term. As can be seen from table 6, the Authority expects to comply with this in the medium term.

1.3.7 Liability benchmark: To compare the Authority's actual borrowing against an alternative strategy, a liability benchmark has been calculated showing the lowest risk

level of borrowing. This assumes that cash and investment balances are kept to a minimum level of £20m at each year-end. This benchmark is currently £100.216m and is forecast to rise to £331.515m over the next five years.

Table 7: Borrowing and the Liability Benchmark

	31.3.23 Outturn £000	31.3.24 Estimate £000	31.3.25 Estimate £000	31.3.26 Estimate £000	31.3.27 Estimate £000	31.3.28 Estimate £000	31.3.29 Estimate £000
Loans CFR	261,384	296,775	334,491	371,000	381,241	394,334	376,701
Less: Balance sheet resources	(171,168)	(165,898)	(105,186)	(95,186)	(85,186)	(75,186)	(65,186)
Net loans requirement	**90,216**	**130,877**	**229,305**	**275,814**	**296,055**	**319,148**	**311,515**
Plus: Liquidity allowance	10,000	20,000	20,000	20,000	20,000	20,000	20,000
Liability benchmark	**100,216**	**150,877**	**249,305**	**295,814**	**316,055**	**339,148**	**331,515**

1.3.8 The table shows that the Authority expects to borrow in later years to finance the capital programme. This is because there is a significant proportion of the capital programme financed by Prudential Borrowing, and an expected reduction in overall balance sheet resources.

1.3.9 Affordable borrowing limit: The Authority is legally obliged to set an affordable borrowing limit (also termed the authorised limit for external debt) each year. In line with statutory guidance, a lower "operational boundary" is also set as a warning level should debt approach the limit.

Table 8: Prudential Indicators: Authorised limit and operational boundary for external debt

	2023/24 Estimate £000	2024/25 Estimate £000	2025/26 Estimate £000	2026/27 Estimate £000	2027/28 Estimate £000	2028/29 Estimate £000
Operational Boundary						
Borrowing	297,500	335,250	372,000	382,000	395,000	377,500
Other Long Term Liabilities (inc PFI)	194,750	183,500	171,500	159,500	150,000	136,500
Total External Debt	**492,250**	**518,750**	**543,500**	**541,500**	**545,000**	**514,000**
Authorised Limit						
Borrowing	312,500	350,250	387,000	397,000	410,000	392,500
Other Long Term Liabilities inc PFI	197,250	186,000	174,000	162,000	152,500	139,000
Total Long Term Debt	**509,750**	**536,250**	**561,000**	**559,000**	**562,500**	**531,500**

- Further details on borrowing is within sections 2.7 and 2.8 of the Treasury Management Strategy

1.3.10 Treasury investment strategy: Treasury investments arise from receiving cash before it is paid out again. Investments made for service reasons or for pure financial gain are not generally considered to be part of treasury management.

1.3.11 The Authority's policy on treasury investments is to prioritise security and liquidity over yield, that is to focus on minimising risk rather than maximising returns. Cash that is likely to be spent in the near term is invested securely, for example with the government, other local authorities or selected high-quality banks, to minimise the risk of loss. Money that will be held for longer terms is invested more widely, including in bonds, shares and property, to balance the risk of loss against the risk of receiving returns below inflation. Both near-term and longer-term investments may be held in pooled funds, where an external fund manager makes decisions on which particular investments to buy and the Authority may request its money back at short notice.

Table 9: Treasury Management Investments

	31.3.2023 Outturn £000	31.3.2024 Forecast £000	31.3.2025 Estimate £000	31.3.2026 Estimate £000	31.3.2027 Estimate £000	31.3.2028 Estimate £000	31.3.2029 Estimate £000
Near-term investments							
Local Authorities	10,000	18,000					
Secured Investments	10,000						
Money market funds	35,780	21,190	26,500	26,500	26,500	26,500	26,500
Longer-term investments							
Strategic pooled funds - CCLA Property	15,000	13,595	13,595	13,595	13,595	13,595	13,595
TOTAL	**70,780**	**52,785**	**40,095**	**40,095**	**40,095**	**40,095**	**40,095**

- Further details on treasury investments are within section 2.7 of the treasury management strategy statement 2024/25.

1.4. Risk management:

1.4.1 The effective management and control of risk are prime objectives of the Authority's treasury management activities. The treasury management strategy therefore sets out various indicators and limits to constrain the risk of unexpected losses and details the extent to which financial derivatives may be used to manage treasury risks.

- The treasury management prudential indicators are within section 2.8 of the treasury management strategy.

1.5 Governance:

1.5.1 Decisions on treasury management investment and borrowing are made daily and are therefore delegated to the Director of Finance and staff, who must act in line with the treasury management strategy approved by Audit Committee. Quarterly reports on treasury management activity are presented to Audit Committee. The audit committee is responsible for scrutinising treasury management decisions.

1.6 Other Liabilities

1.6.2 The Council has set aside £12.8m provisions for potential insurance claims and other potential liabilities.

1.6.2 Additionally, the Council has identified the following Contingent Liabilities as at 31 March 2023.

a) Stock Transfer Warranties
The Council agreed to a number of warranties under the stock transfer agreements with First Choice Homes Oldham (FCHO) and other housing providers. Such arrangements give rise to a possible obligation of the Council, which will be confirmed upon the occurrence or non-occurrence of the invocation of the warranties.

b) Historical Disputes
There is the potential that unforeseen legal claims based upon past actions that could give rise to a possible future financial obligation for the Council.

- Further details on liabilities and guarantees are within Note 28 and Note 21 of the 2022/23 statement of accounts.

1.7 Governance:

1.7.1 Decisions on incurring new provisions are taken by Senior Officers in consultation with the Director of Finance. The risk of liabilities crystallising and requiring payment is monitored by the Finance Directorate and reported as part of the Council's regular Budget Monitoring reports. Any liabilities or guarantees entered into which are anticipated to be over £250k will need to be reported to Cabinet.

1.8. Revenue Budget Implications

1.8.1 Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue. The net annual charge is known as financing costs; this is compared to the net revenue stream i.e. the amount funded from Council Tax, business rates and general government grants. The net revenue budgets were approved by Council 1 March and will be updated before being presented to GS&R Scrutiny Board

Table 10: Prudential Indicator: Proportion of financing costs to net revenue stream.

	2022/23 actual	2023/24 forecast	2024/25 budget *	2025/26 budget	2026/27 budget	2027/28 budget	2028/29 budget
Financing costs (£000)	24,124	21,038	29,943	35,831	39,916	39,315	43,299
General Fund (£000)	317,743	296,852	296,185	310,942	315,701	321,620	333,634
Proportion of net revenue stream	7.59%	7.09%	10.11%	11.52%	12.64%	12.22%	12.98%

2.0 Minimum Reveue Provision (MRP) Policy Statement

2.1 General Principles and Practices

2.1.1 Local Authorities are required to set aside 'prudent' provision for debt repayment where they have used borrowing or credit arrangements to repay that debt in future years. The amount charged to the revenue budget for the repayment of debt is known as Minimum Revenue Provision (MRP), although there has been no statutory minimum since 2008. The Local Government Act 2003 requires the Authority to have regard to the former Ministry for Housing, Communities and Local Government's Guidance on Minimum Revenue Provision most recently issues 2018.

2.1.2 The broad aim of Government Guidance is to ensure that capital expenditure is financed over a period that is either reasonably commensurate with that over which the capital expenditure provides benefits, or in the case of borrowing supported by Government Revenue Support Grant, reasonably commensurate with the period implicit in the determination of that grant.

2.1.3 The Government Guidance requires the Authority to approve an Annual MRP Statement each year and recommends a number of options for calculating a prudent amount of MRP and reported to the Council Meeting. The following statement incorporates options recommended in the Guidance and the Council ensures that the chosen options are prudent.

2.2 Link to Asset Life/Economic Benefit

2.2.1 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 Government Guidance.

2.2.2 For capital expenditure incurred before 1 April 2008, MRP will be determined in accordance with the former regulations that applied on 31 March 2008.

2.2.3 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 Government guidance these periods will generally be adopted by the Council.

2.2.3 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.

2.2.4 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.

2.3 Methods for Calculating MRP

2.3.1 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

2.3.2 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

2.3.3 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

2.3.4 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 £137,119,251 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:

2.3.5 For assets acquired by leases or Private Finance Initiative (PFI), MRP will be determined as being equal to the element of the rent or charge that goes to write down the balance sheet liability (notional or otherwise).

2.3.6 When former operating leases have been brought onto balance sheet due to the adoption of FRS16 Leases Accounting Standard, and the asset values have been adjusted for accruals, prepayments, premiums and/or incentives, then the annual MRP charges will be adjusted so that the total charge to revenue remains unaffected by the new standard.

2.4 Voluntary Revenue Provision

2.4.1 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.

2.5 Local Exceptions to the Guidance

2.5.1 The Council reserves the right to determine useful life periods and prudent MRP in certain circumstances or where the recommendations of Government Guidance are not appropriate to local circumstances. Examples include:

Assets Under Construction

2.5.2 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.

Loans to Third Parties and cashback guarantees

2.5.4 The Council has considered the Statutory Guidance, which recommends a 25-year repayment charge for loans to third parties and /or cashback guarantee 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.

2.6 HRA Capital Financing Requirement (CFR)

2.6.1 MRP will equal the amount determined in accordance with Government Guidance on MRP.

2.6.2 The basic MRP charge relating to the HRA CFR is therefore nil.

2.7 Estimated Capital Financing Requirement (CFR 31 March 2023)

2.7.1 Capital expenditure incurred during 2024/25 will not be subject to MRP charge until 2025/26 or later.

2.7.2 Based on the Authority's latest estimate of its capital financing, (CFR) on 31 March 2023, the budget for MRP has been set as follows:

Table 11:

	31.3.2024 Estimated CFR £000	2024/25 Estimated MRP £000
Capital Expenditure before 01.04.2008	115,180	2,742
Capital Expenditure after 01.04.2008	181,590	9,176
Unsupported capital expenditure after 31.03.2008		
Leases and Private Finance Initiative	193,752	11,365
Transferred Debt	5	5
Loans to other bodies repaid in instalments		
Voluntary Overpayments (or use of voluntary overpayments)		
Total	**490,527**	**23,288**

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Report to Council

Liberal Democrats Budget Amendment Proposals 2024/25

Portfolio Holder: Deputy Leader of the Liberal Democrats and Shadow Cabinet Member for Finance and Low Carbon, Liberal Democrat Group, Councillor Sam Al-Hamdani

Officer Contact: Andy Cooper, Senior Finance Manager

28 February 2024

Reason for Decision

The report presents to Council the Liberal Democrats suggested amendments to the Administration's Budget proposals for 2024/25 and offers some forward-looking proposals to achieve savings in future years.

Executive Summary

The report presents to Council a number of 2024/25 budget amendments in addition to those proposals already presented by the Administration in its Revenue Budget and Capital Programme reports.

At the Governance, Strategy & Resources Scrutiny Board meeting held on 8 February 2024, the Liberal Democrats presented their Budget Amendment proposals for discussion and recommendation as an Alternative Budget. The Board specifically referred three of the Liberal Democrat Budget Amendment proposals to Cabinet for consideration; Opp-BR1-201, 202 and 204 as outlined in sections 4.2, 4.3 and 4.5 respectively. At its meeting on 12 February 2024, Cabinet considered the draft minutes of the Board but did not accept the proposals contained in the Liberal Democrat Budget Amendment.

The Liberal Democrats are disappointed than none of the proposals have been recommended believing they are sensible options and therefore propose that Council agrees the recommendations within this report.

This report identifies additional savings totalling £0.311m in 2024/25 and a further £0.139m in 2025/26. There are a range of investments that will be funded from the savings proposals put forward to offset the increased expenditure and suggested amendments to the Capital Programme. Details of the proposals can be found in section 3 and in summary at Appendix A. Business Cases for the individual budget reductions can be found at Appendix B.

Recommendations

That Council approves:

1. The Investment and Savings proposals for 2024/25 as summarised at Appendix A.

2. The amendments to the Administration's proposed Capital Programme as set out in this report.

Liberal Democrats Budget Amendment Proposals 2024/25

1. Background

1.1 The Council is required by legislation to produce a balanced budget each financial year. Aside from the legal requirements, financial plans are important because they set out the financial management of the Council's policies and guide officers on the areas where they should prioritise resources.

1.2 In the current economic environment, it is becoming more difficult to deliver a balanced budget. The Chief Executive described setting the budget for 2023/24 as the most challenging budget round the Council has faced for a significant number of years and it is fair to say the process for 2024/25 has been equally if not more challenging. An increasing number of Local Authorities are in discussion with and/ or have had Inspectors appointed by the Department of Levelling Up, Housing and Communities with regard to their long-term financial sustainability. During the 2023/24 financial year Birmingham City Council, Nottingham City Council and Woking District have issued Section 114 notices; this follows Thurrock, Croydon and Slough Borough Council who all issued notices in previous financial years. In addition, an increasing number of authorities are issuing warnings that they are at risk of issuing a Section 114 notice if they do not quickly deliver the required savings and limit expenditure.

1.3 The Liberal Democrats produce budget amendments to challenge key decisions set out by the Administration, identify other areas for revenue savings and propose alternative priority areas for the Council to concentrate its resources. There is also a review of the Administration's Capital Programme with the Liberal Democrats proposing alternative schemes to deliver their priorities.

1.4 In producing these budget amendments, the Liberal Democrats offer common-sense practical solutions to the borough's problems and challenge the Administration to cut waste, get the basics right for residents and provide the value-for-money local services the public want. Throughout this document there is a focus on targeting resources to make the borough safer, greener and cleaner whilst providing support for the most vulnerable members of our community during this cost of living crisis.

1.5 In preparing the Opposition Budget, the Liberal Democrats would like Council, once again, to note the significantly reduced timescales afforded to the Party. With effectively 10 working days being made available, this is in our opinion insufficient time to construct a meaningful and robust proposal with the right amount of due diligence applied.

2. Current Position

2.1 The context of the whole budget setting process has once again been extremely challenging. The legacy of COVID-19 and the 'cost of living crisis' continue to have a profound and far-reaching impact on the Council in terms of service delivery.

2.2 Macro- and micro-economic factors together with global events have also contributed to the challenge of setting a balanced budget, whilst inflation rates have reduced significantly and interest rates have stabilised, the general cost of living continues to have an impact on the Council and the residents of the Borough, other influencing factors include:

- The impact of Brexit – affecting trade arrangements with countries which remain within the European Union;
- The war between Russia and Ukraine;
- Central Government policy changes and an impending General Election.

2.3 Considering these factors and existing budget constraints, the Administration has presented a series of savings proposals as part of the 2024/25 budget setting process. The Liberal Democrats recognise that, especially for the forthcoming budget, difficult choices need to be made to ensure a balanced budget can be presented to Council, and therefore reluctantly accept that the majority of the proposals for 2024/25 cannot be avoided, particularly when considering the current failure to provide a national solution to the funding of social care. In doing so the Liberal Democrats recognise the future savings required to reduce the continued reliance on reserves as set out in the Medium-Term Financial Strategy are a challenge. Each year the Council continues to use reserves to balance the budget – which is currently the only approach recommended by the Department of Levelling-up, Housing and Communities – has a compounded negative effect in future years. However, we are assured at this stage that the Council is implementing plans intended to improve its long-term financial resilience and reduce its reliance on one-off resources.

2.4 The proposal by the Administration to increase Oldham Council's element of Council Tax for general purposes by 2.99% for 2024/25 as well as a 2% increase for the Adult Social Care Precept; 4.99% in total, the maximum permissible increase without requiring a Council Tax referendum is reluctantly accepted by the Liberal Democrats. Without doubt, a 4.99% Council Tax increase will be challenging for the residents of the Borough, particularly those already suffering hardship. The Liberal Democrats do however recognise that the spending power of the Council in terms of Central Government support for Local Authorities is predicated on Councils levying the maximum permissible increase, in this way, an increase that is anything lower than the currently proposed 4.99% will seriously restrict the Council in its ability to support and provide the necessary services to the Residents of the Borough, in particular the provision of non-statutory services that provide direct support to the most vulnerable citizens; potentially including but not limited to; cost of living initiatives, the provision of welfare rights, support and inclusion services as well as community and outreach services.

2.5 Despite the position we find ourselves in we must continue to strive for improvements in the borough. More than ever the decisions we make now will have a direct impact on future generations; therefore, collectively, we want to ensure that the correct priorities are at the forefront of decision-making processes.

2.6 The Liberal Democrats recognise that these priorities will not be achieved in the short term, therefore there is a real focus on including both revenue and capital investment proposals that tackle the issues within these budget amendment proposals. The proposals we have identified are also set against a background of ensuring the best interests of the Borough are supported through every day decision making at the Council, for example the Liberal Democrats believe that the Council should use its spending power to support the local economy by, where possible, spending locally.

3. 2024/25 Proposals

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

- an amendment to the Capital Programme for 2024/25 and 2025/26;
- investment proposals which would achieve significant benefits within the borough;
- budget reduction proposals where it is considered individual service areas can make new or additional savings in order to fund the investment proposals put forward in this report.

3.2 If the savings proposals are acceptable to the Administration, then, if taken in isolation, they have the option to reduce the level of reserves required to support the budget, thereby improving the financial resilience of the Council.

Liberal Democrat Alternative Capital Programme 2024/25 to 2026/27

3.3 The Liberal Democrats are proposing an adjustment to the Council's Capital Programme by directing capital resources to be allocated, prioritised and used at a local/ward level in order to help drive the wider regeneration agenda. Vibrant districts are vital to the overall prosperity of the Borough, COVID confirmed how important our Districts are and targeted funding is needed now to redress a historic lack of local investment and to restore district facilities to the heart of communities. Member Led Investment in our Districts' therefore proposes expenditure of £2.000m; £1.000m in each of 2024/25 and 2025/26 and will be targeted at a number of initiatives which will contribute to the regeneration of the Borough and allow us to build back better in a post COVID-19 environment. Priorities will include, but will not necessarily be limited to:

Crime prevention

3.4 To fund specific local measures targeted at reducing crime and anti-social behaviour within neighbourhoods.

Roads and Road Safety

3.5 Investment in the road network including improvements to the general condition and also targeted investment to make travelling throughout Oldham safer for all road users and pedestrians.

District Centres

3.6 Targeted neighbourhood initiatives to directly respond to the needs and wishes of residents

Environmental Initiatives

3.7 Furthering the green agenda at a local level including making sure that the green and recreational spaces that have become popular since the pandemic are suitably maintained and remain available to the residents of the Borough.

Summary of Capital Investment Proposals

3.8 The £2.000m additional capital investment required to deliver 'Investment in Our Districts' will be financed by redeploying part of the Fund for Emerging Priorities included in the report 'Capital Strategy and Capital Programme 2024/25 to 2028/29'. The table below summarises the Liberal Democrats Alternative Capital Programme and the call on the Fund for Emerging Priorities. The proposed expenditure leaves a total of £7.426m remaining within the Fund and does not require any Prudential Borrowing and therefore neither adds expenditure to the Capital Programme nor incur any additional revenue expenditure in the form of capital financing costs.

Table 1 - Liberal Democrats Alternative Capital Programme 2024/25 to 2027/28

Capital Proposals	2024/25 £k	2025/26 £k	2026/27 £k	2027/28 £k	Total £k
Funding					
Fund for Emerging Priorities	(1,043)	(3,318)	(2,885)	(2,000)	(9,246)
Total Funding	**(1,043)**	**(3,318)**	**(2,885)**	**(2,000)**	**(9,246)**
Proposals					
Investment in Our Districts	1,000	1,000			**2,000**
Total Proposed Capital Expenditure	**1,000**	**1,000**	**0**	**0**	**2,000**
Balance of Fund for Emerging Priorities	**(43)**	**(2,318)**	**(2,885)**	**(2,000)**	**(7,246)**

The Liberal Democrat Alternative Revenue Budget 2024/25 to 2025/26

Investment Proposals

3.9 The Liberal Democrats are proposing a range of additional budget reduction proposals for 2024/25 which will make £0.311m available for investment with a further £0.139m in 2025/26 as detailed in Section 4. The resource will be used to invest in a range of proposals aimed at improving the lives of residents within the borough. Details of the individual investment proposals are provided below.

Highways and Pavement Repairs (£0.100m)

3.10 A revenue fund of £0.100m to support the transport infrastructure of the Borough.

Recreational and Green Spaces (£0.100m)

3.11 A sum of £0.100m to support and promote recreation and enhance green spaces in 2024/25.

Youth Services (£0.050m)

3.12 Investment in youth services is a Liberal Democrat priority. The proposal is to increase the revenue budget for the Youth Service by £0.050m. This will be used for enhanced delivery of the District and Detached Youth work offer including venue costs, activity costs and resources to support the increased youth work provision in each district of the borough and provide a quality youth work offer to young people that supports and promotes positive emotional health and wellbeing.

Investment in Crime and Safety (£0.050m)

3.13 An investment of £0.050m is proposed to support measures aimed at reducing crime and improving safety for the residents of the Borough.

Whit Friday Band Contest (£0.011m)

3.14 A sum of £0.011m to support and facilitate the running of the annual Whit Friday band contest, one of the higher profile events within the Borough, attracting visitors and providing a major boost for local businesses.

4. Liberal Democrat Alternative Budget Reduction Proposals

4.1 The Liberal Democrats are proposing a range of challenging budget reduction proposals, totalling £0.450m across 2024/25 and 2025/26, which will reduce spend on non-essential or non-statutory services in order to reprioritise the funds into proposals which will improve the lives of people in the borough. Brief summaries of the savings proposals are provided below with full pro-formas provided at Appendix B.

OPP-BR1-201 – Reconsideration of Council priorities with regards to the Communications and Research Service (£0.365m)

4.2 As in the previous two years, and with limited action from the Administration, the Liberal Democrats still feel that there is further scope in this area to reduce spend on what is a non-statutory service and to re-prioritise this to other areas. As such, the Liberal Democrats propose to redesign the Communications and Research team generating a total budget reduction of £0.365m. This will enable the reprioritisation of funding towards front line services. This reduction would be generated by halting production of the publication Oldham Council: Working for You and by disestablishing 6.3 posts which may include redundancies, however, due to staff consultation timelines only a part year effect would be achieved in 2024/25. This would generate a saving of £0.360m. It is also proposed to generate revenue of circa £0.005m by optimising income generation opportunities across the Council's media channels. The Communications and Research Service has put forward a budget reduction of £0.075m for 2024/25 (with a further £0.025m in 2025/26), achieved by a review of the Research and Engagement function. For this reason, the proposed reduction of £0.365m is reduced accordingly to £0.265m of which £0.198m will be achieved in 2024/25 with an additional £0.067m in 2025/26.

OPP-BR1-202 – Reduction in mileage budgets to reflect change in work practices (£0.055m)

4.3 The Liberal Democrats propose to reduce mileage budgets by £0.055m on a pro rata basis across the Council, excluding Adult Social Care and Children's Social Care cost centres. The Liberal Democrats propose that due to the increase in Council employees working from home and the increase of Teams based meetings, the requirement to travel using a personal vehicle has reduced, which in turn should result in a saving for the Council.

OPP-BR1-203 – Reduction in Trade Union Facilities Time (£0.070m)

4.4 The Liberal Democrats are proposing to reduce the Trades Union subsidy provided by the Council following a consistent reduction in Trades Union membership as evidenced by decreasing numbers of staff opting to pay membership through payroll. This would result in a reduction of approximately 50% to the base budget resulting in a total saving £0.070m which, due to the consultation required, would be achieved over 2 financial years resulting in a £0.035m saving in 2024/25 and a further £0.035m in 2025/26

OPP-BR1-204 – Review of car allowances, as previously promised, to reduce the amount paid as a lump sum to staff doing zero or minimal mileage (£0.050m)

4.5 A lump sum car allowance of £500 is paid annually to essential car users. The Council is currently paying car allowances to 532 staff members of staff (£0.236m) compared to 641 members of staff at the same point in time twelve months ago (£0.316m).

4.6 Analysis of the data shows that in the period April 2023 to December 2023, 244 (46%) of those individuals in roles with the Essential Car Allowance have recorded/ claimed zero miles (302= 47% to December 2022). For the same period 52 (10%) recorded/claimed for 1 to 100 miles (38= 6% to December 2022) and 236 (44%) recorded/claimed for 101 and above miles

(301= 47% to December 2022). It should be noted that anecdotal evidence suggests that officers do not always claim mileage travelled, particularly where the value is low.

4.7 The Liberal Democrats believe, and the analysis above supports the view that a review of the posts which attract essential car user status should be undertaken with the intention of removing the lump sum payment from posts where users routinely record zero, or very few miles. Removal of the allowance from 100 employees would result in a £0.050m saving. Due to the consultation requirements only a part year saving of £0.013m would be generated in 2024/25 with full year effect being applied in 2025/26.

OPP-BR1-205 – Reduction in the Stationary Budget (£0.010m)

4.8 It is proposed that a budget reduction of £0.010m is implemented in 2024/25 in relation to the Stationary Budget in the belief that there is scope for a modest reduction in this area. Facilitated by the increase in home working there is a reduced reliance on physical stationary and an increasingly 'paper-less' working environment which will be consolidated as staff move to the Spindles centre. The purchase of remaining requirement for stationary is completed by individual teams across the organisation on an ad hoc basis which does not always ensure best value for money through economies of scale. It is therefore suggested that the purchase of stationery could be centralised ensuring that better value for money was being achieved through increased understanding of which items are required, volumes etc.

Summary

4.9 After considering all investment and savings proposals there is a balanced position as can be seen in Appendix A.

5. Items for Future Consideration

1) Hire out office space externally

A survey by Deloitte found the majority of CEO's (97%) are planning to make the changes brought about by the COVID-19 pandemic permanent, including increased working from home. Although a combination of office and homeworking will be needed it is reasonable to assume there will be increased demand for occasional office space and meeting rooms where external organisations require space for one off larger meetings or team away days. Conversely, if the Council also takes advantage of the increased capability for flexible working, such as working from home and virtual meetings, there will also be a decrease in demand internally for meeting rooms. Whilst acknowledging that the estate is being rationalised, the Council should look into the potential of hiring its meeting room space, including the modern facilities in the newly established Spindles, longer term proposals for Henshaw House and to maximise opportunities at satellite buildings and Town Halls.

2) Local Spending

The Liberal Democrats support a steady increase in the percentage of Council expenditure made with businesses based in our Borough and also an increased percentage of Council job vacancies made available to local residents. These aspirations also embrace spending and hiring by MioCare CIC and Oldham Community Leisure, and other partners, such as our two local colleges, the Oldham Integrated Care Board, the NHS Acute and Primary Care Trusts and social landlords.

We have called for an increase in Council local spending from the initial 52% reported in the 2019/20 financial year to at least 60% and for efforts to be made to encourage local residents to apply for Council jobs especially those at entry level. It is disappointing to note that the average for Local Spend was 46.4% in 2022/23 compared to 55% in 2021/22. The position

does however appear to be improving with 53.2% being reported at quarter 2 in the current financial year (against a target of 55%.) In addition, we note that the Council is looking to increase this figure with the implementation of the Social Value Portal for contracts above £0.100m and a programme of engagement events with local suppliers within cohorts of spend, supporting them on how to submit tenders and giving them visibility of the future pipelines of tenders coming up within their specific industry. Clearly work needs to continue to meet the stated criteria. This combined approach should yield an increase in local spend to circa 60%.

By retaining Council Tax and other revenue within the Borough, through awarding contracts where-ever possible to local businesses and by employing local people, the Liberal Democrats believe the Council and its partners can establish a virtuous circle 'making every Oldham pound go further' as this money will in turn be spent in local shops and hospitality businesses. This helps create a local economy that will recover more quickly after the COVID-19 pandemic and is also more environmentally sustainable, as it reduces commuting and the transport miles associated with the supply of goods and provision of services by contractors outside of the borough.

In addition, to support local spending, the Liberal Democrats would welcome consideration of a "local impact" measure when considering budget cuts, this would assess whether a savings option would disproportionately impact Oldham suppliers or the local economy.

3) The Remediation of Brownfield Land

The Liberal Democrats believe that the Administration should be prepared to repurpose a further significant sum from the capital programme to pay for the remediation of brownfield land sites for housing development, if either no money, or an insufficient sum, is made available to the authority from the Greater Manchester Brownfield Fund. The Flexible Housing Fund does have an allocation over the life of the current Capital Programme, however, notwithstanding the current commitments identified at this present time, it is felt that more can be done.

4) Comprehensive Analysis of Major Capital Spending Projects

The Administration has committed to a series of "big ticket" capital spending projects, largely based around Oldham town centre. The Liberal Democrats acknowledge the importance of improving our urban districts, and the need to drive improvements of Oldham town centre and are therefore suggesting there should be a thorough review of the current capital Programme; more in depth than the Annual Review, specifically targeted at schemes which have not yet begun or those where there is scope for a reduced specification.

5) Review of Potential for Housing Stock Ownership

The Administration Budget includes measures to increase the amount of rental stock available to provide accommodation to manage the current levels of homelessness in the Borough. In the medium and long term, however, this should be addressed by capital investment in housing stock, which will better offset the current revenue demands caused by this increased pressure in a demand led-.

6. Review of Previous Liberal Democrat Budgets

6.1 At its meeting on 7 February 2023 the Performance, Overview and Scrutiny Committee, in considering the 2023/24 Liberal Democrat Budget Reduction proposals, referred the Liberal Democrat revenue and capital budget reduction and investment proposals to Cabinet for consideration, the Committee once again shared the concerns in relation to the lack of review of mileage budgets. Without any available funding, Cabinet at its meeting on 13 February 2023 was not in a position to give its support to the Alternative Investment Proposals.

Subsequently, the Budget Amendment was moved at the Council meeting held on 1 March 2023 but lost after a recorded vote.

6.2 It should be noted that items which have previously been rejected or referred for consideration have subsequently been adopted or proposed in full or in part by the Administration, these include:

1. Income targets with regard to Section 38 and Section 278 inspections within the Highways service
2. Levels of expenditure within General Training budgets
3. A variable lighting strategy in relation to street lighting
4. Increasing the Council Tax Premium on Empty properties

6.3 A proposed/pending review of reward and recognition packages, to include essential car user allowances has still not been brought forward. Service data still suggests that in this tough financial climate this is an area which need to be considered in order to protect front line services.

6.4 Given the continued pressure within Children's Social Care, within which a major factor is the increasing cost and demand for Out of Borough Residential Placements, it is disappointing to note that the proposal to commission a Council run care home within the administrations 2023/24 proposed budget has not been delivered. Mindful of the amended Administration proposal to open three homes in 2024/25 the Liberal Democrats have chosen not replicate the 2023/24 proposal for an additional care home within its 2024/25 alternative budget.

6.5 In addition, some of the other previous recommendations have not been actioned. For example the Government provided (initially as part of its response to COVID-19) and continues to provide significant funding through the Holiday Activity and Food Programme in order to provide meals and activities for disadvantaged children during school holidays, therefore it has been unnecessary to identify funding for such activities from existing budgets in 2020/21 through to 2023/24 and again in 2024/25.

7. Director of Finance Comments

7.1 I confirm in my role as Responsible Officer under Section 151 of the Local Government Act 1972 that the budget amendments as presented are robust and deliverable as a stand-alone package of measures that provides a mechanism for the reallocation of a limited level of resources within the Council's overall budget.

7.2 As it is an alternative set of budget options the opportunity for testing the risks associated with the proposals are more limited and it is therefore necessary to afford a level of caution in presenting these alternatives. In particular, any unintended consequences of these measures on the current administration's budget proposals has not been examined in detail (Sarah Johnston)

8. Options/Alternatives

8.1 With regard to the consideration of the Liberal Democrat's alternative Capital Programme for 2024/25 to 2028/29, revenue investment proposals and revenue savings proposals for 2024/25 to 2025/26, the options available to Council are to:

- Accept all of the recommendations of the report
- Accept some of the recommendations of the report and reject others
- Reject all of the recommendations of the report

9. Preferred Option

9.1 The preferred option is that Council accepts all of the recommendations.

10. Consultation

10.1 Service Managers have been involved in compiling the proposals and the proposals have been agreed within the content of the business cases attached at Appendix B. The presentation of the Liberal Democrat Budget Amendment proposals to the Governance Strategy and Resources Scrutiny Board on 8 February 2024 was the first stage of the budget consultation process. The Scrutiny Committee referred three of the Liberal Democrat Budget Amendment proposals to Cabinet for consideration. At its meeting on 12 February 2024, Cabinet considered the draft minutes of the Board but did not accept the proposals contained in the Liberal Democrat Budget Amendment.

11. Financial Implications

11.1 The financial implications are included within the report.

12. Legal Services Comments

12.1 There are no immediate legal issues arising from the report save that where the proposals involve a change to officer's employment terms and conditions and/ or potential redundancies appropriate HR processes will need to be followed in accordance with the Council's policies and procedures. (Alex Bougatef)

13. Co-operative Agenda

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

14. Human Resources Comments

14.1 The Opposition proposals are noted.

14.2 The removal of car allowance, if treated as a standalone activity, is unlikely to align with work ongoing to determine future ways of working and this should therefore be incorporated into this wider workstream. The options with workforce implications will be assessed should they be approved and discharged in accordance with the organisation's policies and procedures. (Vikki Morris)

15. Risk Assessments

15.1 The risks of deliverability have been considered and as it is an alternative set of budget proposals the opportunity for testing the risks associated with the proposals are more limited and as advised above, it is therefore necessary to afford a level of caution in presenting these alternatives.

16. IT Implications

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

17. Property Implications

17.1 The Council's approach to its Medium Term Property Strategy will involve the relevant workstreams associated with for example, regeneration, new investments and combating climate change and carbon neutral initiatives.

18. Procurement Implications

18.1 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.

19. Environmental and Health & Safety Implications

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

20. Community cohesion, including crime and disorder implications in accordance with Section 17 of the Crime and Disorder Act 1998

20.1 The investment in crime and safety will have a positive impact on crime. There are no adverse equality or community implications associated with the proposals.

21. Oldham Equality Impact Assessment, including implications for Children and Young People

21.1 The investment in youth services is one of the key proposals that will have a beneficial impact on children and young people. Equality Impact Assessments are not required at the present time for the proposals.

22. Key Decision

22.1 No.

23. Key Decision Reference

23.1 Not a Key Decision.

24. Background Papers

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

File Ref:	Background papers are contained in Appendices A and B
Officer Name:	Andy Cooper (andy.cooper@oldham.gov.uk)

25. Appendices

25.1 Appendix A: Summary of Alternative Budget Proposals.
Appendix B: Business Cases for Alternative Budget Reduction Proposals.

Appendix A
Summary of Alternative Budget Proposals

APPENDIX A

Proposal Reference	Proposal Name	Responsible Officer	Budget Proposal 2024/25 £000	FTE Impact 2023/24	Budget Proposal 2025/26 £000	FTE Impact 2025/26	Cumulative Budget Impact £000	EIA Required?
Alternative Budget: Capital Investment Proposals								
Investment Proposals								
	Member Led Investment in our Districts (inc crime prevention, roads and road safety, district centres and environmental improvements)		1,000		1,000		**2,000**	No
Total Cost of Alternative Capital Programme			**1,000**	**0**	**1,000**	**0**	**2,000**	
Funded by:								
	Fund for Emerging Priorities		(1,043)		(3,318)		**(4,361)**	
Total Funding Available			**(1,043)**	**0**	**(3,318)**	**0**	**(4,361)**	
Balance Remaining (Fund for Emerging Priorities)			**(43)**	**0**	**(2,318)**	**0**	**(2,361)**	
Alternative Budget: Revenue Budget Proposals								
Revenue Investment Proposals								
	Highways and Pavement Repairs		100		70		**170**	No
	Green Spaces		100		69		**169**	No
	Youth Services		50				**50**	No
	Investment in Crime and Safety		50				**50**	No
	Whit Friday- band contest		11				**11**	No
Total Revenue Budget Investment Proposals			**311**	**0**	**139**	**0**	**450**	
Alternative Budget Reduction Proposals								
OPP-BR1-201	Reconsideration of Council priorities with regards to the Communications and Research Service	Jeni Harvey	(198)	(5.3)	(67)	0	**(265)**	No
OPP-BR1-202	Reduction in mileage budgets to reflect change in work practices	Vikki Morris	(55)		0	0	**(55)**	No
OPP-BR1-203	Reduction in the subsidisation of Trades Union facilities time	Vikki Morris	(35)	(1.65)	(35)		**(70)**	No
OPP-BR1-204	Review of car allowances to reduce the amount paid as a lump sum to staff doing zero or minimal mileage	Vikki Morris	(13)		(37)	0	**(50)**	No
OPP-BR1-205	Reduction in stationery purchased	Corporate	(10)				**(10)**	No
Total Budget Reduction Suggestions			**(311)**	**(7.0)**	**(139)**	**0.0**	**(450)**	
Surplus Budget/Total FTE Impact			**0**	**(7.0)**	**0**	**0**	**0**	

Appendix B

Business cases for alternative budget reduction proposals

Budget reductions

Reference:	OPP-BR1-201

Responsible Officer:	Shelley Kipling, Assistant CE

BR1 - Section A

Portfolio:	**Reform and Regeneration**
Service Area:	**Communications and Research**
Budget Reduction Title:	**Communications and Research Service Redesign**

Budget Reduction Proposal - Detail and Objectives:

The role of the Communications and Research service is to communicate and engage with a wide range of audiences both within Oldham and beyond; in order to ensure residents are aware of Council news and services; to attract visitors and investors; and to enable our residents and stakeholders to participate in decision-making.

The Communications and Research service currently has 18 permanent FTE staff working across disciplines including digital and web, design, social media, video creation, media relations, internal communications, media relations, marketing, engagement and consultation.

As more information moves online and residents become increasingly technologically advanced the need to produce hard copy publications reduces. As such the Liberal Democrats propose to reduce the service budget for the Communications and Research team by £0.265m over a two year period.

This reduction would be met by generating £0.260m through ceasing the publication of @Oldham Council, Working for You' and deleting/ disestablishing 5.3 FTE posts.

Alongside the above reductions, it is proposed to generate revenue of circa £0.005m through income generation activities across the full range of Council media channels

2023/24 Service Budget and Establishment	£000
Employees	927
Other Operational Expenses	75
Income	(5)
Total	**997**

Current Forecast (under) / overspend	-

Number of posts (Full time equivalent)	18

	2024/25	2025/26	2026/27
Proposed Budget Reduction (£000)	(198)	(67)	
Proposed Staffing Reductions (FTE)	5.3	0	0

Is your proposal a 'one-off' in 2024/25 or is it ongoing?	Ongoing

Section B

What impact does the proposal have on the following?

Property
No impact
Service Delivery
Such significant savings to the Communications would destabilise the service's ability to deliver effective communications to the people of Oldham, and mean some core communications activity could not be delivered.
Future expected outcomes
Reducing the number of staff by 5.3 would mean that the Communications service would have to focus only on some essential elements of the service, which are chiefly reactive communications such as responding to media enquiries. This would mean the team would be unable to proactively engage with residents and communities via social and digital media; produce videos, undertake as much research and public engagement, or put out press releases with positive news stories about the council's work. This could then lead to a knock-on reputational risk due to a reduction in positive, proactive, communications teamed with far less direct engagement with residents and communities. The team would also be unable to carry out campaigns work for essential areas such as adoption, foster carer recruitment, social work recruitment and more, which could severely impact on our ability as a Council to deliver critical services such as caring for vulnerable young people. The aim of launching the Oldham Council: Working for You council newspaper was primarily to provide essential information, such as contact numbers and guidance on help and support available to households, to those without access to the Internet. Ceasing the publication of Oldham Council: Working for You could therefore lead to people who do not have access to our website or social media channels being unable to access the information they need, and struggling to get in touch with Council departments.
Organisation
Such a significant reduction in the Communications budget would mean non-essential communications internally would have to be ceased. This would lead to the organisation as a whole being less informed and less able to be effective ambassadors who understand our values and behaviours, or our aims and objectives for the borough – hampering colleagues' ability to serve local leaders and put residents first.
Workforce
Removing almost a third of the staffing in the service would create increased pressure on staff that remain, as well as removing technical specialisms such as design, video production and web expertise.
Communities and Service Users
Reduced communications activity – including social media – would leave residents less well informed about what the Council provides, including critical information such as making safeguarding referrals, getting help with housing, or accessing the range of support available through the Cost of Living crisis. Adding advertising to the website would also have a detrimental effect on the customer experience. At present, the Communications team focuses on trying to simplify web content and create interfaces that are designed to assist the resident in their tasks. Selling advertising space would undermine that effort, decrease usability and make it more difficult for service users – particularly our most vulnerable residents – to complete tasks online.
Children and Young People
No specific impact

Oldham Cares
Reduced partner communications would leave partners unclear of the role of the Council on key partnership projects, and less able to collaborate effectively.
Other Partner Organisations
Reduced partner communications would leave partners unclear of the role of the Council on key partnership projects, and less able to collaborate effectively.

Who are the key stakeholders?

Staff	**Yes**
Elected Members	**Yes**
Residents	**Yes**
Local business community	**Yes**
Schools	**N/A**
Trade Unions	**N/A**
External partners (if yes please specify below)	**N/A**
Other Council departments (if yes please specify below)	
Other (if yes please specify below)	

Benefits to the organisation/staff/customers including performance improvements
A budget reduction of £0.265m across 2024/25 and 2025/26

Section C

Key Risks and Mitigations – include any interdependencies

Risk	Mitigation
The Communications and Research team will be unable to meet demand.	Services will be fully engaged in the redesign process, ensuring the service continues to meet business needs and focus on key priorities during this time of change.
Proactive communications would be vastly reduced.	A tightly defined and agreed set of core priorities would have to be agreed across the organisation with an acceptance that many existing communications activities would cease.

A reduction in communication opportunities could lead to some areas delivering their own messaging.	Utilise other avenues for communication within the organisation or partners.
Inappropriate advertisements appearing on the Council website through automatic advertising placement.	Increased officer time would need to be spent managing this aspect of the website, to ensure no adverts appear on the site that are controversial or inappropriate. The cost of this may outweigh revenue brought in by the advertising.

Key Development and Delivery Milestones

Milestone	Timeline
Undertake a formal review and consultation with impacted services and staff.	Q1 2024/2025
Implement a restructure of the Communications and Research service	Q2 2024/2025

Section D

Consultation required?	TBC

	Start	Conclusion
Staff	TBC	TBC
Trade Union	TBC	TBC
Public	N/A	N/A
Service Users	N/A	N/A
Other	N/A	N/A

Equality Impact Screening

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

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

EIA required? (choose YES if any of the above impacts are YES)	**NO**

Section E

Finance comments
This option would result in a reduction of 5.3 posts within the Communications and Research service and the cessation of the Oldham Council Working For You publication, which would generate a saving of £0.260m in a full financial year. There is also an additional proposal to generate additional income estimated at £0.005m per annum and therefore the total budget reduction would be £0.265m over a two year period. The proposal may incur redundancy costs which would be funded centrally. The Communications and Research Service has put forward a budget reduction of £0.075m for 2024/25 (with a further £0.025m in 2025/26), achieved by a full service review, for this reason the initially proposed reduction of £0.365m in a full year is reduced accordingly to £0.265m across the two years. Due to the requirement for consultation with Trades Unions and staff, the whole of the reduction cannot be achieved in the first year. The profiling to incorporate this process is therefore the realisation of £0.198m in 2024/25 and £0.067m in 2025/26.

Signed RO	5 February 2024

Signed Finance	5 February 2024

Reference:	OPP-BR1-202

Responsible Officer:	Vikki Morris

BR1 - Section A

Portfolio:	**Corporate Services**
Service Area:	**Human Resources and Organisational Development**
Budget Reduction Title:	**Reduction in mileage budgets to reflect changes in work practices**

Budget Reduction Proposal - Detail and Objectives:

The Liberal Democrats propose to reduce mileage budgets by £0.055m on a pro rata basis across the Council, excluding Adult Social Care and Children's Social Care cost centres.

Mileage can currently be claimed for work related travel except for travel from Oldham town centre to the following destinations (unless there are mitigating circumstances):

- Manchester City Centre
- Failsworth District Centre
- Royton District Centre
- Rochdale Town Centre
- Ashton Town Centre

Line managers must agree beforehand that using a personal vehicle is the most appropriate way to travel to a destination.

The Liberal Democrats propose that due to the increase in Council employees working from home and the increase of Teams based meetings, the requirement to travel on Council business using a personal vehicle has reduced.

2023/24 Service Budget and Establishment	**£000**
Employees	N/A
Other Operational Expenses	158
Income	N/A
Total	158

Current Forecast (under) / overspend	(98)

Number of posts (Full time equivalent)	N/A

	2024/25	**2025/26**	**2027/28**
Proposed Budget Reduction (£000)	(55)	0	0
Proposed Staffing Reductions (FTE)	0	0	0

Is your proposal a 'one-off' in 2024/25 or is it ongoing?	On-going

Section B

What impact does the proposal have on the following?

Property
None.
Service Delivery
Council staff may have to consider alternate forms of transport if required to travel for work requirements.
Future expected outcomes
Budgets would be amended to reflect the decreasing demand for mileage claims.
Organisation
None.
Workforce
There is the potential that the workforce would evaluate whether travel is necessary or whether meetings could take place via Microsoft Teams.
Communities / Service Users
None.
Oldham Cares
None.
Partner Organisations
None.

Who are the key stakeholders?

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

Benefits to the organisation/staff/customers including performance improvements	
Budgets would be reduced to reflect the decrease in mileage claims.	

Section C

Key Risks and Mitigations

Risk	Mitigation
Staff continue to claim mileage for non-essential travel.	Adequate communication to all staff detailing the new policy along with regular budget monitoring to ensure any potential areas of overspend can be identified early and raised with budget holders.
Essential travel is restricted due to lack of travel budgets.	Budgets where essential travel is assumed to be a regular requirement are excluded from the budget reductions, for example Adults and Children's Social Care.
N/A	N/A

Key Development and Delivery Milestones

Milestone	Timeline
Proposal presented to the Policy Overview Scrutiny Committee.	8 February 2024
Review of Cost Centres which could be excluded from the budget reduction proposal.	February – March 2024
The budget reduction is implemented.	April 2024

Section D

Consultation required?	**No**

	Start	Conclusion
Staff	N/A	N/A
Trade Union	N/A	N/A
Public	N/A	N/A
Service Users	N/A	N/A
Other	N/A	N/A

Equality Impact Screening

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

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

EIA required? (choose YES if any of the above impacts are YES)	**No**

Section E

Finance comments
This proposal would result in a budget reduction of £0.055m across mileage budgets. Budget monitoring during 2024/25 will highlight if there are any challenges to the delivery of the proposal.

Signed RO	5/2/2024

Signed Finance	5/2/2024

Additional information (if required)
There are many groups of roles across Council services that require travel as part of their day to day job description requirements, such as town planners, environmental health staff etc. and not just Social Workers. If staff were asked to use public transport as an alternative, this may drive up costs.

Reference:	OPP-BR1-203

Responsible Officer:	Vikki Morris

BR1 - Section A

Portfolio:	**Corporate Services**
Service Area:	**Human Resources and Organisational Development**
Budget Reduction Title:	**Reduce the subsidisation of Trades Union Facility Time**

Budget Reduction Proposal - Detail and Objectives:

The Council, in accordance with the National Agreement on Pay and Conditions of Service, recognises 3 unions for Local Government Services employees as follow:

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

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

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

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

The Council seeks to provide for time off and facilities within the statutory framework provided by of the Trade Union and Labour Relations (Consolidation) Act 1992, and the ACAS Code of Practice 'Time off for Trade Union Duties and Activities'. The Liberal Democrats are proposing the Council reduces it subsidisation of trade union support following a reduction in membership. This would result in a reduction of approximately 50% of the base budget resulting in a total saving £0.070m which, due to the consultation required, would be achieved over 2 financial years.

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

2023/24 Service Budget and Establishment	**£000**
Employees	116
Other Operational Expenses	55
Income	(12)
Total	159

Current Forecast (under) / overspend	31

Number of posts (Full time equivalent)	3.30

	2024/25	2025/26	2026/27
Proposed Budget Reduction (£000)	(35)	(35)	-
Proposed Staffing Reductions (FTE)	(1.65)	-	-

Is your proposal a 'one-off' in 2024/25 or is it ongoing?	Ongoing

Section B

What impact does the proposal have on the following?

Property
Potential impact on provision of office facilities within Manchester Chambers for UNISON and rent collection for this property.
Service Delivery
Potentially less effective use of management time and ability to conduct meetings and hearings due to non-availability of union representation.
Future expected outcomes
Loss of goodwill and excellent industrial relations history. Movement of trade union activity from local to regional level. Loss of trust and confidence among the workforce where unions are not fully involved.
Organisation
Delays in work and projects requiring (or where best practice dictates) working with, consulting or negotiating with the trade unions.
Workforce
Potential reduction in employee capacity arising from the requirement to engage the workforce directly in matters normally subject to trades union engagement. Frustration from employees unable to access statutory right to representation and delays to dealing with any matters.
Communities
Delay in the delivery of change or other cost saving activities
Service Users
Delay in the delivery of change or other cost saving activities
Partner Organisations
Where unions represent employees working within or in partnership with our partners – similar implications to those identified for Oldham Council. Oldham Council employees are not fully or properly represented in change that affects them and which is instigated within partner organisations.

Who are the key stakeholders?

Staff	**Yes**
Elected Members	**Yes**
Residents	**No**
Local business community	**No**

Schools	**Yes**
Trade Unions	**Yes**
External partners (if yes please specify below)	**No**
Other Council departments (if yes please specify below)	**Yes**
All	
Other (if yes please specify below)	**Yes**
Oldham Cares, Mio Care Group, Unity, Oldham Schools, Academies (who buy back)	

Benefits to the organisation/staff/customers including performance improvements
Reduction in cost.

Section C

Key Risks and Mitigations

Risk	**Mitigation**
Delay in the ability of management to arrange and undertake meetings requiring statutory or policy trade union presence in a timely manner or having no continuity of attendees.	Trade Unions to seek greater involvement from Regional / National Officers. Trade Unions to increase recruitment of directorate stewards to undertake role within working time, although previous attempts yielded little success. Lengthen consultation periods / development of new initiatives deadlines to allow for limited availability of local representatives.
TU lack of capacity to be able to support and properly represent their members especially given the Transformation Programme within the Council, Greater Manchester devolution, Health Integration Programme, change within Children's services and the significant levels of change anticipated within Oldham over the next 12 - 24 months.	Trade Unions to seek greater involvement from Regional / National Officers. Trade Unions to increase recruitment of directorate stewards to undertake role within working time, although previous attempts yielded little success.
Inability of the organisation to comply with statutory, national or local policy requirements regarding negotiation, consultation and representation which will increase the risk of successful challenge, litigation and significant cost.	Trade Unions to seek greater involvement from Regional / National Officers. Trade Unions to increase recruitment of directorate stewards to undertake role within working time, although previous attempts yielded little success. Increase in employee direct engagement.
Confusion with the Councils own Fair Employment Charter which honours the right of every employee to be an active member of a recognised trade union without fear of discrimination or reprisal.	Be clear with employees where they are able to access alternative representation outside of the Council.

Movement away from local representation and engagement, with Unions relying more on their own professional Regional Officers. Significant time delays due to lack of availability together with loss of knowledgeable local representation who understand the context, history and operational positions within Oldham.	Retain the recognition agreement and sufficient reasonable and benchmarked facility time.
Reduction in capacity efficiencies gained from collective bargaining. Decline in current constructive industrial relations working partnership and increase in disputes and escalation of industrial action	Retain the recognition agreement and sufficient and benchmarked facility time.

Key Development and Delivery Milestones

Milestone	Timeline
Complete review of Employment decision making mechanisms in conjunction with Constitutional Services Consult trades union on proposals	February 2024 February 2024
Review Membership amongst current workforce and update TU figures Benchmark facility time against results from 2022/2023 statutory return (Submission of statutory trade union statistics return to government site under the Trade Union Facility Time Publication Requirements Regs 2017)	April 2024 April 2024 (By 31 July 2024)
Open consultation with the trades unions on any change proposals resulting from change to mechanisms and the normal bi - annual review. Internal sign off process.	April 2024 June 2024
Submission to relevant committee for sign off.	July 2024

Section D

Consultation required?	Yes

	Start	Conclusion
Staff	N/A	N/A
Trade Union	Feb 2024	June 2024
Public	N/A	N/A
Service Users	N/A	N/A
Other – schools /partners	April 2024	June 2024

Equality Impact Screening

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

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

EIA required? (choose YES if any of the above impacts are YES)	**No**

Section E

Finance comments
The successful delivery of this budget reduction proposal will require successful negotiation with Trades Union representatives. There will be the requirement for careful management of consequences such as staff / managers spending time on staffing matters that Trades Union representatives would otherwise have undertaken, leading to increased costs. This will therefore require close financial monitoring.

Signed RO	5/02/2024

Signed Finance	5/02/2024

Reference:	OPP-BR1-204

Responsible Officer:	Vikki Morris

BR1 - Section A

Portfolio:	**Corporate Services**
Service Area:	**Human Resources and Organisational Development**
Budget Reduction Title:	**Review of car allowances as previously promised to reduce the amount paid as a lump sum to staff doing zero or minimal mileage**

Budget Reduction Proposal - Detail and Objectives:

An Essential Car Allowance of £500 is paid to staff members who are employed in positions which are designated as requiring a car as essential to completing the duties of the post. The money is paid over 12 months at £41.66 a month.

As at January 2024 the Council had 532 staff members employed in roles that paid the Essential Car Allowance, compared to 641 twelve months prior.

Analysis of the data shows that in the period April 2023 to December 2024, 244 (46%) of those individuals in roles with the Essential Car Allowance have recorded/claimed zero miles. For the same period 52 (10%) recorded/claimed for 1 to 100 miles and 236 (44%) recorded/claimed for 101 and above miles.

It should be noted that anecdotal evidence suggests that officers do not always claim mileage travelled, particularly where the value is low.

The Liberal Democrats propose generating a £0.050m saving by reducing the number of posts that attract an essential car user payment. A saving of £0.050m would equate to removal of allowance from 100 employees. Due to consultation requirements, only a part year reduction of £0.013m would be generated in 2024/25 with an additional saving of £0.037m in 2024/25.

There is a local agreement with Trades Unions regarding the assessment of entitlement and application of the Car Allowance Scheme. The scheme comprises a series of factors, including mileage, and allocates points per factor. Consultation with Trades Unions and individuals would need to take place before staff terms and conditions could be amended.

2023/24 Service Budget and Establishment	**£000**
Employees	0
Other Operational Expenses	419
Income	0
Total	419

Current Forecast (under) / overspend	50

Number of posts (Full time equivalent)	0

	2024/25	2025/26	2026/27
Proposed Budget Reduction (£000)	(13)	(37)	-
Proposed Staffing Reductions (FTE)	-	-	-

Is your proposal a 'one-off' in 2024/25 or is it ongoing?	On-going

Section B

What impact does the proposal have on the following?

Property
As Essential user status bestows free parking on Council property, budget is provided to the Property Team. Removal of Essential user status would lead to a reduction in the Property Team budget.
Service Delivery
Employees may refuse to use their own vehicles to complete their duties which may result in service delay, especially in the areas of social care. The removal of allowances in certain areas could have a detrimental impact on recruitment and retention, for example Social Workers where recruitment is already difficult.
Future expected outcomes
Potential to increase travel costs associated with other methods e.g. taxi, public transport.
Organisation
None.
Workforce
Certain individuals will have Car Allowance removed. Car parking costs would also increase for those individuals who are reclassified from Essential Users. The contractual change may not be accepted by the individual resulting in their dismissal and re-engagement.
Communities / Service Users
Potential for delays in receiving support in certain areas, e.g. social care.
Oldham Cares
None.
Partner Organisations
The alignment of practice within Team Oldham organisation should be considered as part of the exercise.

Who are the key stakeholders?

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

Other Council departments (if yes please specify below)	**Yes**
People and Place - Property	
Other (if yes please specify below)	**No**
N/A	

Benefits to the organisation/staff/customers including performance improvements
Achievement of a budget reduction.

Section C

Key Risks and Mitigations

Risk	**Mitigation**
The allowance may be taken from users who travel a significant number of miles but have not claimed recompense in the past.	Communicate to claimants the requirement to claim mileage on a regular basis. This would develop an accurate baseline on which to conduct the exercise. The claiming of mileage previously unclaimed will come at an initial cost.
Where allowance is removed there may be an increase in costs associated with other modes of transport, e.g. taxis, public transport.	None.
There is a requirement to undertake appropriate consultation and seek agreement from Trades Unions.	Excellent working relationships with Trades Unions should facilitate and appropriate agreement. In the event agreement is not possible, individual consultation will be required and dismissal and re-engagement processes invoked at last resort.
Services areas where the allowance is paid may experiencing recruitment and retention difficulties as a result of the proposal. Areas such as Children's Social Work already experience significant difficulties in recruiting and this may exacerbate the issue.	The revised scheme must account for critical areas.
The savings are indicative at this point and have not been modelled on the final scheme (as this is presently not finalised). The full savings may therefore not be realised.	The revised scheme / removal of the allowance will account for the required savings and seek to deliver.
The organisation and services have not yet developed the post-Covid operating model which may further increase remote working and reliance on car travel to visit service users.	Proposals should be developed in synergy with targeted working styles.

Key Development and Delivery Milestones

Milestone	Timeline
Proposal presented to the Policy Overview and Scrutiny Committee.	8 February 2024
Communicate to all staff the requirement to claim mileage in a timely manner.	April – May 2024
Finalise new scheme / allowances (or removal of)	June – September 2024
Consult with affected employees and Trade Unions	October – December 2024
Implement new scheme	January 2025

Section D

Consultation required?	Yes

	Start	Conclusion
Staff	October 2024	December 2024
Trade Union	October 2024	December 2025
Public	N/A	N/A
Service Users	N/A	N/A
Other	N/A	N/A

Equality Impact Screening

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

Disabled people	N/A
Particular Ethnic Groups	N/A
Men or Women (including impacts due to pregnancy / maternity)	N/A
People who are married or in a civil partnership	N/A
People of particular sexual orientation	N/A

People who are proposing to undergo, undergoing or have undergone a process or part of a process of gender reassignment	N/A
People on low incomes	N/A
People in particular age groups	N/A
Groups with particular faiths and beliefs	N/A

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

Section E

Finance comments
The reduction in the number of essential users for car allowances by 100 employees would generate a saving of £0.050m. Due to the need to consult this would be phased over 2024/25 (£0.13m) and 2025/26 (£0.037m). The achievement of this budget reduction will be reliant on successful negotiation with Trades Unions and the management of any consequences such as additional alternative travel arrangements.

Signed RO	5/2/2024

Signed Finance	5/2/2024

Reference:	OPP-BR1-205

Responsible Officer:	Corporate

BR1 - Section A

Portfolio:	**Corporate Services**
Service:	**Cross Cutting**
Budget Reduction Title:	**Reduction in the amount of stationery purchased across the authority**

Budget Reduction Proposal - Detail and Objectives:

The purchase of stationery pre the pandemic was completed using the A1 financial system. This ensures that suppliers used are those where contracts have been agreed by the strategic sourcing team. However, rather than stationery being ordered centrally, it was on occasion ordered by individual teams on an ad hoc basis which did not always ensure best value for money through economies of scale.

Previous proposals for savings around centralising the system have been superseded by the pandemic. This has resulted in substantial home working reducing the requirement for stationery purchased across the authority. The Liberal Democrats therefore propose that for 2024/25, each mainstream stationery budget is reduced by 15% to reflect the reduced demand for stationary and the move to a paper-less working environment.

2023/24 Service Budget and Establishment	**£000**
Employees	N/A
Other Operational Expenses	70
Income	N/A
Total	70

Current Forecast (under) / overspend	(4)

Number of posts (Full time equivalent)	N/A

	2024/25	**2025/26**	**2026/27**
Proposed Budget Reduction (£000)	(10)	0	0
Proposed Staffing Reductions (FTE)	0	0	0

Is your proposal a 'one-off' in 2024/25 or is it ongoing?	Ongoing

Section B

What impact does the proposal have on the following?

Property
None.
Service Delivery
None.
Future expected outcomes
Staff work using the ICT provided reducing the requirement for future Stationery.
Organisation
Staff continue to work at home.
Workforce
There is the potential that the workforce would evaluate whether items were needed if they were required to arrange a pick-up at the office.
Communities / Service Users
None.
Oldham Cares
None.
Partner Organisations
None.

Who are the key stakeholders?

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

Current suppliers of stationery items	
Benefits to the organisation/staff/customers including performance improvements	
Financial savings would be achieved by less stationery required due to increased online working.	

Section C

Key Risks and Mitigations

Risk	Mitigation
Services continue to purchase stationery at the same level as before home working.	Staff continue to minimise work in the office therefore reducing Stationery ordered.
Certain processes continue to require stationery to support them.	The new way of working would be discussed throughout 2024/25 to ensure that stationery ordered does not increase burden on any one service.
N/A	N/A

Key Development and Delivery Milestones

Milestone	Timeline
Proposal presented to the Overview and Scrutiny Performance and Value for Money Select Committee.	8 February 2024
Implementation of 15% reduction of 2024/25 mainstream stationery budgets.	1 April 2024
Monitoring of expenditure against reduced budgets and early identification of pressures	Q1 and Q2 2024/25

Section D

Consultation required?	**No**

	Start	Conclusion
Staff	N/A	N/A
Trade Union	N/A	N/A
Public	N/A	N/A
Service Users	N/A	N/A
Other	N/A	N/A

Equality Impact Screening

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

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

EIA required? (choose YES if any of the above impacts are YES)	**No**

Section E

Finance comments
The approval of this budget reduction proposal would reduce mainstream stationery budgets by £0.010m in 2024/25, budgets for stationery are held across the Council and therefore this would be a cross cutting saving.

Signed RO	5/02/2024

Signed Finance	5/02/2024

Report to Council

Conservative Budget Amendment Proposals 2024/25

Portfolio Holder: Councillor M. Woodvine

Officer: Chris Kelsall, Assistant Director of Finance

28 February 2024

Reason for Decision

This Report presents to Council the Conservative Group proposals for amendments to the Administration's Budget for 2024/25.

Executive Summary

This report presents to Council a series of amendments to the Administration Budget for 2024/25. This report proposes, for the second consecutive year, a freeze in Council Tax for General Purposes.

We would like to thank the Assistant Director of Finance and the Conservative group researcher for their efforts in helping pull much of the information that is provided in this report. Also taken into consideration during the production of the proposed amendments in this report are the parameters in which Oldham Council must work within. That is, direction set by His Majesty's Government, in policy areas such as Education, and the strategic oversight of the Greater Manchester Combined Authority across the Metropolitan County.

It must be pointed out that we faced difficulties in obtaining information across all departments. We feel that the Councils finances should be much more open and transparent to elected members and to the public, so they can access and engage with them properly and help contribute in a more meaningful way with the financial wellbeing of the Metropolitan Borough. It is something the executive and senior officers should re-evaluate going forward.

Nevertheless, the proposed amendments to the Administration's Budget are focused on the **people's priorities, by reducing waste, investing in our highways, environment, neighbourhoods, and more importantly FREEZING the Council Tax for general purposes**.

Details of the proposals can be found in Section 3 and in summary at Appendix One. Business Cases for the individual budget reductions can be found at Appendix Two.

At the Governance, Strategy & Resources Scrutiny Board meeting held on 8 February 2024, the Conservative Budget Amendment proposals were presented for discussion and recommendation as an Alternative Budget. The Scrutiny Board did not accept the Conservative Party budget amendment proposals and did not commend them to Cabinet.

The Conservatives are disappointed than none of the proposals were recommended and therefore propose that Council agrees the recommendations within this report.

Recommendations

The Council agrees to approve:

1. The proposal to implement no increase in Council Tax for General Purposes.

2. Significant capital investment in Highways, Environment and Neighbourhoods.

3. A redistribution of funds back to local wards and districts for events.

Conservative Budget Amendment Proposals 2024/25

1. Background

1.1 The Council is required by legislation to produce a balanced budget each financial year. Aside from the legal requirements, financial plans are important because they set out the financial management of the Council's policies and guide Officers on the areas where they should prioritise resources.

2. 2024/25 Revenue Budget Proposals

2.1 With several Councils having issued Section 114 notices banning all non-essential spending, the safe stewardship of the Council's resources and supporting deliverable priorities has become ever more important. These amendments ensure a balanced budget. We note that three Councils intend to freeze council tax for 2024-25, with one leader pledging not to increase costs for residents "until we absolutely must". Harlow, Fenland and Harborough. We also note that Rochdale, Hartlepool have all proposed increases below the referendum cap. Rochdale leader Neil Emmott (Lab) is quoted as saying: "At the time of a cost-of-living crisis we don't to add to the burden… [but] the way we are doing it will not adversely affect our grant settlement in future years."

2.2 As highlighted in at least one national newspaper which said, "There are a whole bunch who think they are in serious risk of issuing a 114 but they haven't made it public." This same article listed Oldham as one of these authorities. It is incumbent on the Labour administration to be more transparent about what is going on at Oldham Council and to set the record straight, rather than reading such information in a national newspaper. It is of considerable concern to all of us that the financial wellbeing of the authority is in good order. It is why we have followed very strict fiscal rules and not engaged in any additional borrowing.

2.3 Given the concerns highlighted in the press we believe that it is time for the politicians in the Council chamber who have for over a decade made difficult financial decisions to now make themselves subject to those same decisions. It is why we have suggested some of the most far-reaching savings be made by elected members. Simply put we believe that it is time to take money from politicians' pockets and put it back into the people of Oldham's pockets. We believe that it should be a Civic honour and duty to serve the people of the Oldham Metropolitan Borough.

2.4 We are also reducing wastage costs by implementing savings to photocopying and postage charges with a 20% to 15% saving being made respectively.

2.5 Given the reluctance of the administration to take up Article 4 directions to better regulate HMO's we are looking at increasing the costs associated with this to limit the expansion of such institutions in our Borough.

2.6 We will abolish the Working for your Newspaper. Propaganda on the rates by the administration and of the cult of personality with such publications around the Council Leader is akin to that of Russia, not a Council in the Nort West of England.

2.7 We have also frozen senior executive pay for two years (those on over £100k), rationalised senior executive posts, reduced the use of agency staff, reduced management entitlements, and reduced duplication. We are clear that we need to put the people of the Oldham Metropolitan Borough first. These are difficult decisions, which we are having to take to help reduce the burden on taxpayers who have faced years of Council tax rises by the current Labour administration.

2.8 Looking to other local authorities, businesses and online we can look to raise new income without reducing levels of service. The Council can earn increasing amounts of income from advertising and maximising its fleet to that effect. We do not live in Socialist state where all advertising must be government propaganda. We believe that there are more innovative and effective ways of increasing income for the Council. With a public/private partnership the Council can adapt to this opportunity to help local public services.

2.9 The priority of the Conservative Group is to keep taxation at the lowest possible level. While making Budget reductions, we do not directly impact any of the Council's statutory services and residents should not feel any direct result of them – that has been the priority of the Conservative Group. The Conservatives in Opposition are retaining resource in statutory services, which residents expect to be delivered well, but asking this Council to feel the pinch for itself whilst giving residents much-needed relief in freezing Council Tax in these inflationary times.

2.10 We have factored in reducing the number of Councillors by 1/3 to future budget proposals. This will over the term of a Councillor reduce expenditure by £814,120.

Budget Reduction Proposals

3.6 The Conservatives in Opposition are proposing a range of budget reduction proposals which will reduce spend on non-essential services in order to prioritise helping people deal with cost-of-living pressures. An explanation of these savings proposals is summarised at Table 1 below and outlined in detail at **Appendix 1**.

3.7 Proformas are attached at **Appendix 2** as follows:

Proposal	**Full Year Impact £000**
OPP-BR1-301 – District Partnerships	788
OPP-BR1-302 – Communications & Research	559
OPP-BR1-303 – Vacancy Factor	400
OPP-BR1-304 – Senior Management	314

3.8 Other proposals relate to general efficiencies that can be delivered within the organisation.

Revenue changes proposals

3.9 We will redistribute the sum of £21k from town centre events into local districts giving them £4.2k per district and split that amongst local ward members to use it as they

see fit for local events such as Christmas, Whit Friday etc. District events due to previous budgetary changes by the administration.

3.10 We will also redistribute a further £20k from events to districts to help societies, clubs and pubs organise many well attended public events that can have an impact on public safety and or the highway. Due to large attendances, many of these events may need support with proper licences and safety. Using a targeted approach, we can verify and accredit venues. This funding can then help support local events whether it be bonfire night or other events such as Whit Friday, St Georges Day, Armed Forces Day or even Christmas. It will be for local districts and elected ward members to determine how they spend this money as we trust local members to support local community events in their districts.

Summary of Conservative's Revenue proposals

Table 1 - Conservatives Revenue summary 2024/25 to 2025/26

Ref	Proposal	24/25 £000	25/26 £000
Reduction In Council Tax Levied		**(3,300)**	**(3,300)**
Proposed Savings			
1	District Partnerships	500	788
2	Communications Savings	350	559
3	Additional Vacancy Factor	400	400
4	Executive Management	200	319
5	Admin Efficiencies	309	374
6	Members Allowances	200	486
7	Officers Car Allowances	75	105
8	Increased Income	50	81
9	Events / Improvements	178	38
Total Proposed Savings		**2,262**	**3,149**
Additional Expenditure		**(41)**	**(41)**
Additional contribution from Reserves		**1,079**	**192**
Net Impact		**-**	**-**

4 Capital proposals

4.6 We are investing in neighbourhoods with devolved targeted funding in Austerlands, Derker, Moorside, Heyside, High Crompton, Lees, Thornham, Royley, Wrigley Head, Westwood and Whitegate to name a few. We believe that it is down to local elected members to deliver projects to these areas and not centrally drive them. We want proper business cases to be made and for long lasting improvements to be made to neighbourhoods.

4.7 We are also making key investments into neglected town centres in Royton and Shaw with a £1.3 million investment to reverse the decline in our high streets. As well as a making a key investment with a new health centre for Saddleworth. It is also worth pointing out that Chadderton, thanks to HM Government is receiving £20 million over the next decade, as part of the overlooked towns fund announced by the Prime Minister in October 2023.

4.8 The Borough has seen a dramatic increase in fly tipping. We need to break the business model of fly tippers and stop the Council being merely a 'click and collect' service. As part of our commitment to help reduce and tackle the issue we believe we need to tackle the problem with more preventative measures, enforcement, and the use of technology. We will work with a cross departmental taskforce to target these resources effectively and efficiently to help deliver the best results with data and patterns where hotspots are prevalent. As well as co-ordinating more rapid legal action. This funding is there to make that happen.

4.9 We are also investing in our highways so we can turn the tide on the declining state of our roads. We want to invest in them to help reduce potholes, improve safety, and help make sure that our roads are fit for the future.

Table 2 - Conservatives Alternative Capital Programme 2024/25 to 2026/27

	24/25 £000	25/26 £000	26/27 £000	Total £000
Funding				
Fund for Emerging Priorities (Cap prog)	2,043	6,793	410	**9,246**
Proposals				
1. Environmental Measures	235	468	410	**1,113**
2. District Town Centres	300	1,000		**1,300**
3. Highways	1,308	1,000		**2,308**
4. Neighbourhoods	200	1,100		**1,100**
5. Saddleworth Health Centre		3,225		**3,225**
Total Proposed Capital Expenditure	**2,043**	**6,793**	**410**	**9,246**
Balance of Fund for Emerging Priorities	-	-	-	**-**

4.10 Further detail can be provided at **Appendix 3**.

5 Director of Finance Comments

5.1 I confirm in my role as Responsible Officer under Section 151 of the Local Government Act 1972 that the proposed have been financially reviewed by officers.

5.2 As it is an alternative set of budget options the opportunity for testing the risks associated with the proposals is always limited, even more so this year due to the financial challenges in setting a balanced budget this year and the reduced time available. It is therefore necessary to afford a level of caution in presenting these alternatives as to the implications of the proposed budget reductions and the ability to generate increased income.

5.3 The proposal not to increase the level of Council Tax for general purposes would significantly increase the budget challenge for 2025/26 and later years and as such must be considered a high risk proposal given the financial pressures the Council will continue to face and the continued uncertainty over future funding from central government.

(Sarah Johnston – Director of Finance)

6 Options/Alternatives

6.1 With regard to the proposals set out in this report, the options available to Council are to:

- Accept all of the recommendations of the report.
- Accept some of the recommendations of the report and reject others.
- Reject all of the recommendations of the report.

7 Preferred Option

7.1 The preferred option is that Council accepts all of the recommendations.

8 Consultation

8.1 Heads of Service have been consulted in compiling the proposals set out in this report and the proposals have been agreed within the content of the business cases attached in Appendix B. The presentation of the Conservative Budget Amendment proposals to the Governance, Strategy & Resources Scrutiny Board on 8 February 2024 was the first stage of the budget consultation process. The Scrutiny Board did not accept the Conservative Party budget reduction proposals and did not commend them to Cabinet.

9 Financial Implications

9.1 Financial implications are included within this Report.

10 Legal Services Comments

10.1 The proposals involve a change to officers' and members' employment terms and conditions, appropriate HR processes will need to be followed in accordance with the Council's policies and procedures.

10.2 Any proposal to reduce the number of Councillors must be approved by the Local Government Boundary Commission (LGBC). It should be noted that the LGBC made recommendations in 2022 which were introduced for the 2023 elections.

(Paul Entwistle – Director of Legal Services)

11 Co-operative Agenda

11.1 The proposals included within this report have been considered in conjunction with the Council's Co-operative Agenda and there are no adverse impacts.

12 Human Resources Comments

12.1 The proposals included within this report are noted.

12.2 Options with workforce implications will be assessed should they be approved and discharged in accordance with the organisation's policies and procedures.

13 Risk Assessments

2.1 The risks of deliverability have been considered and, as it is an alternative set of budget proposals, the opportunity for testing the risks associated with the proposals are more limited and as advised above, it is therefore necessary to afford a level of caution in presenting these alternatives.

2.2 In addition, whilst the budget is already being balanced by the use of reserves, increasing this still further increases the Council's financial challenge.

14 IT Implications

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

15 Property Implications

15.1 There are no specific property implications associated with the proposals set out in this report.

16 Procurement Implications

16.1 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.

17 Environmental and Health & Safety Implications

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

18 Community cohesion, including crime and disorder implications in accordance with Section 17 of the Crime and Disorder Act 1998

18.1 There are no adverse equality, community cohesion or crime implications associated with the proposals.

19 Oldham Equality Impact Assessment, including implications for Children and Young People

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

20 Key Decision

20.1 No.

21 Key Decision Reference

21.1 Not a Key Decision.

22 Background Papers

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

File Ref: Background papers are contained in the appendices.
Officer: Chris Kelsall, Assistant Director of Finance.

23 Appendices

23.1 Appendix One: Table of Amendments to the Administration's Revenue Budget Proposals.

23.2 Appendix Two: Budget reduction proformas.

23.3 Appendix Three: Table of Amendments to the Administration's Revenue Budget Proposals.

APPENDIX 1: Conservatives Savings Proposals

Ref	Proposal	Rationale	Annual Financial Implication	1 District Partnerships	2 Comms	3 Additional Vacancy Factor	4 Senior Management	5 Admin / Efficiencies	6 Members Allowances	7 Officers Car Allowances	8 Increased Income	9 Events / Improvements
1	Restructure of the District Teams. (Keeping Caseworkers and Business Support Officers)	The Council is duplicating provision that is provided already elsewhere. This reduction and restructuring will reduce management costs and make the team more efficient and district focused.	£ 787,640	787,640								
2.1	To reduce spend on this non-statutory service and proposed a redesign of the communications and research team.	The Council needs to make efficiencies. Core communication of Council services and online digital communications of those services does not need vast amounts of resources.	£ 475,755		475,755							
2.2	Reconsideration of Council priorities with regards to the Working for You Newspaper	We will abolish the newspaper as it is a non-essential service which can be better delivered through existing services and delivery.	£ 74,625		74,625							
2.3	Marketing and advertising for Town Centre Events	We believe that this is not an efficient use of resources when the Council faces significant financial pressures. The focus must be on core delivery rather than marketing animations for Christmas.	£ 9,043		9,043							
3	Additional Vacancy Management factor to achieve greater efficiency including limiting the present use of agency staff and consultants.	In previous years the Administration agreed to apply a vacancy factor at a rate of 1.5% to all mainstream employee budgets based on the assumption that some posts would become vacant or would be held vacant during that financial year due to staff turnover. To assist in reducing the number of agency staff and consultants used across the Council further, we propose that a saving of 0.4% on top of the administrations 1%. The Additional Vacancy Management factor of 1.4% to all Council mainstream employee budgets.	£ 399,000			400,000						
4.1	Merge Asst Director of HR role with Asst Chief Exectuives role	We believe that with the changes agreed by full Council in regard to the part time role of the Chief Executive that a rationalisation is needed. The Human Resources Portfolio role should be merged with that of the ACE to improve Council delivery and core messaging to employees, giving the ACE a better insight into the organisation.	£ 115,000				115,000					
4.2	Merge Director of Environment with Director of Economy	Merge the two roles together will allow for better strategic use of Council assets and delivery of public services from those Council assets.	£ 133,000				133,000					
4.3	Freeze salary increases over £100,000 for 2 years	We believe that as frontline staff face increasing pressures those at the top of the organisation should share the burden and as part of this we propose a salary freeze for two years in order to reflect the more than generous salary paid for by many who may never be able to reach such a wage.	£ 66,000				66,000					
4.4	Scrap the car allowance for senior management to zero	To help reduce the impact on Council finances and the Councils commitment to meet its net zero targets we believe that well remunerated officers do not need further remuneration.	£ 5,000				5,000					
5.1	Reduction in the General Training Budget	The reduction of in the general training budget is proposed that a budget reduction of £80,000 is implemented in 2024/25 specifically in relation to the General Training Budget in the belief that there is scope for further reductions in this area.	£ 80,000					80,000				
5.2	Reduce photocopier charges by 20%	The drive towards paperless workplaces is ongoing as more documents are published online, more flexible working or home working, and office space rationalisation is factored in, then that we need to reduce the amount of paper used and focus on digital delivery. It would also make it easier for auditing purposes and future cost savings.	£ 54,000					54,000				
5.3	Reduce postage charges by 15%	The drive towards paperless workplaces is ongoing as more documents are published online, more flexible working or home working, and office space rationalisation is factored in, then that we need to use email where possible and focus on digital delivery. It would also make it easier for auditing purposes and future cost savings.	£ 70,500					70,500				
5.4	Reduce staff in the Leaders office by 2 FTE	We believe that as other departments face reductions that the Leader of the Council should also be subject to the same efficiencies. The Council Leader will need to be more focused and more diligent in dealing with work, however we believe a competent individual can manage these changes.	£ 87,000					87,000				
5.5	Stationery be centralised in particular locations across the Borough to ensure better VFM through increased understanding of which items are required, volumes etc.	The drive towards paperless workplaces is ongoing as more documents are published online, more flexible working or home working, and office space rationalisation is factored in, then a reduction in stationary would be a sensible saving. It would also make it easier for auditing purposes and future cost savings. Due to the changes of home working, it is a reasonable budget reduction of £0.012m	£ 12,000					12,000				
5.6	Trade union facility time	Many organisations facilitate this role outside of work time.	£ 70,000					70,000				

APPENDIX 1: Conservatives Savings Proposals

Ref	Proposal	Rationale	Annual Financial Implication	1 District Partnerships	2 Comms	3 Additional Vacancy Factor	4 Senior Management	5 Admin / Efficiencies	6 Members Allowances	7 Officers Car Allowances	8 Increased Income	9 Events / Improvements
6.1	Cut the number of Councillors by 20	To help reduce the cost of politics and with the pressures on frontline staffing and taxpayers bills will believe Oldham has far too many politicians than is necessary.							210,280			
6.2	Abolish District Leads Allowances	Most committee members attend meetings without drawing on any additional allowance/s. Given the pressures on Council finances we believe that District Leads of committees should consider it a matter of Civic duty rather than for financial gain.	£ 39,630						39,630			
6.3	Scrap Deputy Cabinet posts	These posts are unnecessary and were only introduced when Labour took control of the Council post 2011. The relevant Cabinet portfolio holder should be on top of their brief. This is nothing more than political patronage.	£ 39,425						39,425			
6.4	Scrap Chairman's allowances	Most committee members attend meetings without drawing on any additional allowance/s. Given the pressures on Council finances we believe that Chairman of committees should consider it a matter of Civic duty rather than for financial gain.	£ 59,831						59,831			
6.5	Sell the ABU 1J number plate & Mayral car		£ 10,000						10,000			
6.6	Scrap the Deputy Mayoral Allowance	It is a matter of Civic pride that someone is nominated as the Deputy Mayor of the Metropolitan Borough. Many local Mayors and Parish Chairman do not receive an allowance anywhere near as generous and given the role is remunerated through the basic allowance, we believe that given frontline staff face pressures that so should the politicians.	£ 3,129						3,129			
6.7	Reduce Mayoral allowance by 50%	It is a matter of Civic pride that someone is nominated as the Mayor of the Metropolitan Borough. Many local Mayors and Parish Chairman do not receive an allowance anywhere near as generous and given the role is remunerated through the basic allowance, we believe that given frontline staff face pressures that so should the politicians. We note that the current Mayor has led by example by giving away his allowance following a honourable Civic tradition of taking no financial benefit.	£ 8,248						8,248			
6.8	Leader of the Opposition allowance 70% cut in allowance	It is a matter of Civic pride that someone is the Leader of the Opposition on Oldham Metropolitan Borough Council. Given the role is remunerated through the basic allowance, we believe that given frontline staff face pressures that so to should the politicians.	£ 11,040						11,040			
6.9	Deputy Main Opposition Leader abolition of allowance	It is a matter of Civic pride that someone is the Deputy Leader of the Opposition on Oldham Metropolitan Borough Council. Given the role is remunerated through the basic allowance, we believe that given frontline staff face pressures that so to should the politicians.	£ 6,309						6,309			
6.10	Minority Opposition Group Leader abolition of allowance	It is a matter of Civic pride that someone is the Minority Leader of the Opposition on Oldham Metropolitan Borough Council. Given the role is remunerated through the basic allowance, we believe that given frontline staff face pressures that so to should the politicians.	£ 4,731						4,731			
6.11	Chairman of the Standards Committee (Abolition of allowance)	The majority of committee members attend meetings without drawing on any additional allowance, given the pressures on finances we believe that Chairman should consider it a matter of Civic duty rather than for any financial gain.	£ 734						734			
6.12	Reduce Cabinet Members Allowances by £9000	The official opposition receives no financial remuneration and many Cabinet members attend meetings without drawing on any additional allowance, given the pressures on finances we believe that they should lead by example and see it as a matter of Civic duty rather than for any financial gain.	£ 90,000						90,000			
6.13	Abolish District Deputy Leads Allowances	Most committee members attend meetings without drawing on any additional allowance/s. Given the pressures on Council finances we believe that Deputy District Leads of committees should consider it a matter of Civic duty rather than for financial gain.	£ 2,604						2,604			

APPENDIX 1: Conservatives Savings Proposals

Ref	Proposal	Rationale	Annual Financial Implication	1 District Partnerships	2 Comms	3 Additional Vacancy Factor	4 Senior Management	5 Admin / Efficiencies	6 Members Allowances	7 Officers Car Allowances	8 Increased Income	9 Events / Improvements
7.1	Review of car allowances, as previously promised to reduce the amount paid as a lump sum to staff doing zero or minimal mileage	To help reduce the impact on Council finances and the Councils commitment to meet its net zero targets. Also if it is not being used then there is a clear need to repurpose that allowance.	£ 50,000							50,000		
7.2	Reduction in mileage budgets to reflect change in work practices	To help reduce the impact on Council finances and the Councils commitment to meet its net zero targets. Also if it is not being used then there is a clear need to repurpose that allowance.	£ 55,000							55,000		
8.1	Advertising on the side of a bin wagon- £1800 per annum per vehicle	This revenue raising option allows the Council to bring in revenue and to do so on vehicles that are seen in around the borough on a regular basis. It is carried out on busses and other modes of public and privately owned vehicles in the UK. Internal Council messaging is wasted when a financial gain can be made by the Council.	£ 32,400								32,400	
8.2	Advertising on Council land at £1175 per site per annum x12 sites	Many sites that are near to main gateway access points can help generate revenue as it already the case at two sites. With additional sites this will help bring in new additional income to the Council.	£ 14,100								14,100	
8.3	Allowing adverts (with necessary restrictions) to feature on the Council website through the Council Advertising Network.	This revenue raising option allows the Council to bring in revenue and to do so online. It is carried out by numerous organisations in order to generate revenue. It is a simple and easy revenue raising activity which will help bring in well needed additional income.	£ 10,000								10,000	
8.4	Advertising on Council owned vehicles - similar to taxis (How many LGV's and Cars are there in the fleet)	Using at least 30 vehicles that are suitable for advertising then and just on an annual period, then a reasonable working assumption of a £250 to £300 markup on a partial/full/wrap advertising which can cost £500 to £1000 for 6 to 8 months is a reasonable return.	£ 9,000								9,000	
8.5	Increase in fees for Houses of Multiple Occuption Licence	There is a clear increase across the board of HMO's which are putting increased strain on Council resources and community patience. It is time we saw an increase in charges in order to reflect that.	£ 15,000								15,000	
9.1	Big Bang Bonfire (Redistribution to districts to manage £20,000 - £4000 per the 5 districts £1000 per ward)	Societies, Clubs and Pubs organise many well attended bonfire night displays in the Borough. It is a more efficient use of taxpayer's money to remove the event at Oldham Edge and redistribute the funds to districts where the funding can help support local events whether bonfire night or other events in the year. Many events outside of the Council organised event attracted more people.	£ 35,000									35,000
9.2	Ollie and Millie Mascots	We believe that this is not an efficient use of resources when the Council faces significant financial pressures. The focus must be on core delivery rather than paying actors to dress as Owls.	£ 3,000									3,000
9.3	LIF Surplus 24/25	We are repurposing the LIF underspend in order to help all residents across the Borough with our Council tax freeze.	£ 140,000									140,000
TOTAL			**3,077,743**	**787,640**	**559,423**	**400,000**	**319,000**	**373,500**	**485,960**	**105,000**	**80,500**	**178,000**

Appendix 2

Budget Reduction Proformas

Budget reductions

Reference:	OPP-BR1-301

Responsible Officer:	Neil Consterdine

Service Area:	**District Partnerships**
Budget Reduction Title:	**Reduction in the District Partnership Service**

Budget Reduction Proposal - Detail and Objectives:

The proposal is that the Council will reduce this service.

Restructure of the District Teams (Keeping Caseworkers and Business Support Officers). This will mean reducing the team by 14 posts of which three are currently vacant.

The Council is duplicating provision that is provided already elsewhere. This reduction and restructuring will reduce management costs and make the team more efficient and district focused.

2022/23 Service Budget and Establishment	**£000**
Employees	1,321
Other Operational Expenses	429
Income	(146)
Total	1,604

Current Forecast (under) / overspend	-

Number of posts (Full time equivalent)	-

	2023/24	**2024/25**	**2025/26**
Proposed Budget Reduction (£000)	(500)	(288)	0
Proposed Staffing Reductions (FTE)	10	0	0

Is your proposal a 'one-off' in 2024/25 or is it ongoing?	On-going

Section B

What impact does the proposal have on the following?

Property
None
Service Delivery
Yes • Reduced support to Elected Members in each District including the support on bids to LIF, case work, advice and guidance as examples • The teams facilitate partnership working at a place-level including supporting Placed Based Integration which supports demand reduction and for example supports the new adult operating model • Reduction in the support to wider humanitarian programmes including the cost of living and wider health related work • Reduction in support to programmes and development of such things as the Clean Streets programme along with other campaigns • Remove support to key events including – Bonfire night, local community events etc • Reduction in support to Residents First approach to engagement and the support to wider residents engagement • Reduction in supporting the coordination of local partnership meetings and problem solving meetings • Reduction in support to the voluntary sector on community activity, resource support, advice and guidance, and partnerships developing community co-production
Future expected outcomes
Reduced service provision as per the above
Organisation
Yes – unable to support key events and link to community
Workforce
Yes – a reduction in workforce would be a consequence of the approval of this proposal
Communities and Service Users
Yes – see above. Services to communities would be reduced.
Oldham Cares
None
Other Partner Organisations
No work to build capacity of communities and community organisations

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)	**Yes**
Wide range of external partners including the voluntary sector	
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
Over two financial years, a cumulative £0.788m reduction in costs to the Council.

Section C

Key Risks and Mitigations

Risk	Mitigation
Adverse impact of communities due to the reduction of the services identified above	Emphasis to be placed on increased use of the voluntary sector to deliver such programmes albeit this would also see a reduction in voluntary sector support.
Lack of support for Elected Members	Members to engage directly with service managers and officers.
Loss of placed based coordination and delivery	Cease placed based working

Key Development and Delivery Milestones

Milestone	Timeline
Staff and Trades Unions consultation completed	May 2024
Proposals implemented	July 2024

Section D

Consultation required?	**Yes** **Timeline to be determined**

	Start	Conclusion
Staff	TBC	TBC
Trade Union	TBC	TBC
Public	TBC	TBC
Service Users	TBC	TBC
Other	TBC	TBC

Equality Impact Screening

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

Disabled people	**Yes**
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? (choose YES if any of the above impacts are YES)	**Not at this point**

Section E

Finance comments
The budget reduction proposal will generate an additional saving of £0.788m from 2025/26 onwards. Due to the requirement to undertake staff consultation, there would be a reduced impact in 2024/25.

Signed RO	05/02/2024

Signed Finance	05/02/2024

Reference:	OPP-BR1-302

Responsible Officer:	Shelley Kipling, Assistant CE

BR1 - Section A

Portfolio:	**Reform and Regeneration**
Service Area:	**Communications and Research**
Budget Reduction Title:	**Communications and Research Service Redesign**

Budget Reduction Proposal - detail and objectives:

The role of the Communications and Research service is to communicate and engage with a wide range of audiences both within Oldham and beyond; in order to ensure residents are aware of Council news and services; to attract visitors and investors; and to enable our residents and stakeholders to participate in decision-making.

The Communications and Research service currently has 18 permanent FTE staff working across disciplines including digital and web, design, social media, video creation, media relations, internal communications, media relations, marketing, engagement and consultation. One of these posts is currently vacant.

Our proposal is to reduce spend on this non-statutory service and proposed a redesign of the communications and research team. The Council needs to make efficiencies and the core communication of Council services and online digital communications of those services does not need vast amounts of resources. We would reduce staffing resources to save £0.475m per annum. This is in addition to the £75k proposed by the current administration.

We believe any impact on essential areas can be mitigated by prioritising resources appropriately and have not been presented with any evidence to the contrary.

This reduction would be supplemented by a further saving of £0.075m through ceasing the publication of the three issues of Oldham Council, Working for You'

In addition, it is proposed to save £9k through ceasing marketing and advertising for town centre events.

2023/24 Service Budget and Establishment	**£000**
Employees	927
Other Operational Expenses	75
Income	(5)
Total	**997**

Current Forecast (under) / overspend	-

Number of posts (Full time equivalent)	18

	2024/25	**2025/26**	**2026/27**
Proposed Budget Reduction (£000)	(350)	(209)	

Proposed Staffing Reductions (FTE)	9	0	0

Is your proposal a 'one-off' in 2024/25 or is it ongoing?	Ongoing

Section B

What impact does the proposal have on the following?

Property
No impact
Service Delivery
Such significant savings to the Communications would destabilise the service's ability to deliver effective communications to the people of Oldham, and mean some core communications activity could not be delivered.
Future expected outcomes
Reducing the number of staff would mean that the Communications service would have to focus only on some essential elements of the service, which are chiefly reactive communications such as responding to media enquiries. This would mean the team would be unable to proactively engage with residents and communities via social and digital media; produce videos, undertake as much research and public engagement, or put out press releases with positive news stories about the council's work. This could then lead to a knock-on reputational risk due to a reduction in positive, proactive, communications teamed with far less direct engagement with residents and communities. The team would also be unable to carry out campaigns work for essential areas such as adoption, foster care recruitment, social work recruitment and more, which could severely impact on our ability as a Council to deliver critical services such as caring for vulnerable young people. The aim of launching the Oldham Council: Working for You council newspaper was primarily to provide essential information, such as contact numbers and guidance on help and support available to households, to those without access to the Internet. Ceasing the publication of Oldham Council: Working for You could therefore lead to people who do not have access to our website or social media channels being unable to access the information they need, and struggling to get in touch with Council departments.
Organisation
Such a significant reduction in the Communications budget would mean non-essential communications internally would have to be ceased. This would lead to the organisation as a whole being less informed and less able to be effective ambassadors who understand our values and behaviours, or our aims and objectives for the borough – hampering colleagues' ability to serve local leaders and put residents first.
Workforce
Removing almost a third of the staffing in the service would create increased pressure on staff that remain, as well as removing technical specialisms such as design, video production and web expertise.
Communities and Service Users
Reduced communications activity – including social media – would leave residents less well informed about what the Council provides, including critical information such as making safeguarding referrals, getting help with housing, or accessing the range of support available through the Cost of Living crisis. Adding advertising to the website would also have a detrimental effect on the customer experience. At present, the Communications team focuses on trying to simplify web content and create interfaces that are designed to assist the resident in their tasks.

Selling advertising space would undermine that effort, decrease usability and make it more difficult for service users – particularly our most vulnerable residents – to complete tasks online.
Children and Young People
No specific impact
Oldham Cares
Reduced partner communications would leave partners unclear of the role of the Council on key partnership projects, and less able to collaborate effectively.
Other Partner Organisations
Reduced partner communications would leave partners unclear of the role of the Council on key partnership projects, and less able to collaborate effectively.

Who are the key stakeholders?

Staff	**Yes**
Elected Members	**Yes**
Residents	**Yes**
Local business community	**Yes**
Schools	**N/A**
Trade Unions	**N/A**
External partners (if yes please specify below)	**N/A**
Other Council departments (if yes please specify below)	
Other (if yes please specify below)	

Benefits to the organisation/staff/customers including performance improvements
A budget reduction of £0.559m across 2024/25 and 2025/26

Section C

Key Risks and Mitigations – include any interdependencies

Risk	Mitigation
The Communications and Research team will be unable to meet demand.	Services will be fully engaged in the redesign process, ensuring the service continues to meet business needs and focus on key priorities during this time of change.

Proactive communications would be vastly reduced.	A tightly defined and agreed set of core priorities would have to be agreed across the organisation with an acceptance that many existing communications activities would cease.
A reduction in communication opportunities could lead to some areas delivering their own messaging.	Utilise other avenues for communication within the organisation or partners.
Inappropriate advertisements appearing on the Council website through automatic advertising placement.	Increased officer time would need to be spent managing this aspect of the website, to ensure no adverts appear on the site that are controversial or inappropriate. The cost of this may outweigh revenue brought in by the advertising.

Key Development and Delivery Milestones

Milestone	Timeline
Undertake a formal review and consultation with impacted services and staff.	Q1 2024/2025
Implement a restructure of the Communications and Research service	Q2 2024/2025

Section D

Consultation required?	TBC

	Start	Conclusion
Staff	TBC	TBC
Trade Union	TBC	TBC
Public	N/A	N/A
Service Users	N/A	N/A

Other	N/A	N/A

Equality Impact Screening

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

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

EIA required? (choose YES if any of the above impacts are YES)	**NO**

Section E

Finance comments
The combined proposal would generate savings of £0.559m per annum from 2025/26. Due to the requirement to undertake staff consultation, there would be a reduced impact in 2024/25.

Signed RO	

Signed Finance	5 February 2024

Reference:	OPP-BR1-303

Responsible Officer:	Sarah Johnston

BR1 - Section A

Portfolio:	**Finance & Corporate Resources**
Service Area:	**Finance**
Budget Reduction Title:	**Introduction of a Vacancy Factor**

Budget Reduction Proposal - Detail and Objectives:

The Council currently prepares its budget estimates on the approved FTE establishment of each service and cost centre. The proposal is to apply a vacancy factor at a rate of 1% to mainstream employee budgets. Some posts will become vacant during 2024/25 due to staff turnover and it is a legitimate and reasonable action to create a budget reduction proposal to take advantage of this movement in staffing and the consequent impact of the recruitment process. The Council has a detailed recruitment review process. This should ensure the timing of the recruitment to posts is managed appropriately.

The staff budget is forecast to increase to c. £140m by 2024/25. Based on the estimated staffing budget requirements for 2024/25 this will generate a saving of approximately £1.4m.

This proposal differs from the Administration's proposal of £1.0m because it removes the contingency, which we believe is unnecessary. The saving can be delivered through more effective vacancy management.

The additional saving will therefore be £0.4m.

Directorates will be expected to manage any recruitment to permanent or temporary posts whilst remaining aware of their vacancy management targets.

2023/24 Service Budget and Establishment	**£000**
Employees	124,000
Other Operational Expenses	0
Income	0
Total	124,000

Current Forecast (under) / overspend	0

Number of posts (Full time equivalent)	

	2024/25	**2025/26**	**2026/27**
Proposed Budget Reduction (£000)	(400)	0	0
Proposed Staffing Reductions (FTE)	0	0	0

Is your proposal a 'one-off' in 2024/25 or is it ongoing?	Ongoing

Section B

What impact does the proposal have on the following?

Property
There is no anticipated impact on property.
Service Delivery
There is no anticipated impact on service delivery, service staffing budgets will be managed within available resources.
Future expected outcomes
There is no anticipated impact on future expected outcomes.
Organisation
There is no anticipated impact on the organisation, service staffing budgets will be managed within available resources.
Workforce
There is no anticipated impact on the workforce.
Communities and Service Users
There is no anticipated impact on communities and service users.
Children and Young People
There is no anticipated impact on children and young people.
Oldham Cares
There is no anticipated impact on Oldham Cares apart from Council staffing budgets within Adult Social Care carrying and managing the vacancy factor.
Other Partner Organisations
There is no anticipated 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)	**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
A £1.4m contribution to the achievement of the 2024/25 budget reduction target.

Section C

Key Risks and Mitigations – include any interdependencies

Risk	Mitigation
Service budgets will overspend in 2024/25 due to non-achievement of the vacancy management target.	There is an expectation that a percentage of posts will be vacant in year through natural turnover of staff, and services through to directorates will manage recruitment and cover arrangements accordingly.
Individual budget areas with low staff turnover will fail to meet the vacancy target.	Information on the achievement of vacancy management targets will be made available at service and directorate level to allow a wider analysis of progress against targets and allow offsets between over and under achieving service / directorate areas.

Key Development and Delivery Milestones

Milestone	Timeline
Vacancy management targets are calculated and allocations communicated to service and budget	March 2024
Vacancy management targets are reviewed in line with any organisational change prior to the commencement of the 2024/25 financial year	March 2024 – April 2025
Vacancy management targets are applied to individual budgets prior to the commencement of the 2024/25 financial year.	April 2025

Production of vacancy management information is built into financial monitoring procedures.	May 2025

Section D

Consultation required?	**No**

	Start	Conclusion
Staff	N/a	N/a
Trade Union	N/a	N/a
Public	N/a	N/a
Service Users	N/a	N/a
Other	N/a	N/a

Equality Impact Screening

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

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

EIA required? (choose YES if any of the above impacts are YES)	**No**

Section E

Finance comments
This change in the costing methodology for staffing budgets will generate an additional saving of £0.4m. However, any flexibility in fast tracking urgent appointments will be removed as a result of this proposal. Vacancy management targets and their achievement will be closely monitored as part of the budget monitoring process.

Signed RO	05 February 2024

Signed Finance	05 February 2024

Reference:	OPP-BR1-304

Responsible Officer:	Corporate

Service Area:	**Chief Executives/ Place & Economic Growth**
Budget Reduction Title:	**Reduction in the Senior Management Team**

Budget Reduction Proposal - Detail and Objectives:

The proposal will merge the following roles, delivering a saving of £248,000.

- Assistant Director of HR with assistant Chief executive
- Director of Economy with Director of Environment

This will remove a high-cost layer of senior management without adversely impacting upon service delivery.

We believe that with the changes agreed by full Council in regard to the part time role of the Chief Executive that a rationalisation is needed. The Human Resources Portfolio role should be merged with that of the ACE to improve Council delivery and core messaging to employees, giving the ACE a better insight into the organisation.

Merge the two roles together will allow for better strategic use of Council assets and delivery of public services from those Council assets.

The salaries of all staff earning in excess of £100,000 will pay will be frozen for 2 years, delivering a saving of £66,000. We believe that as frontline staff face increasing pressures those at the top of the organisation should share the burden and as part of this we propose a salary freeze for two years in order to reflect the more than generous salary paid for by many who may never be able to reach such a wage.

Finally, we will scrap the car allowance for senior management, delivering a saving of £5,000. This will help reduce the impact on Council finances and the Councils commitment to meet its net zero targets we believe that well remunerated officers do not need further remuneration.

2022/23 Service Budget and Establishment	**£000**
Employees	248
Other Operational Expenses	
Income	
Total	248

Current Forecast (under) / overspend	-

Number of posts (Full time equivalent)	-

	2023/24	**2024/25**	**2025/26**
Proposed Budget Reduction (£000)	(200)	(119)	0
Proposed Staffing Reductions (FTE)	2	0	0

Is your proposal a 'one-off' in 2024/25 or is it ongoing?	On-going

Section B

What impact does the proposal have on the following?

Property
None
Service Delivery
None
Future expected outcomes
None
Organisation
A change to the way executive decisions are taken
Workforce
A requirement for a new senior management team comprising the Chief Executive and directors
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**
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
Over two financial years, a £0.480m reduction in the costs of the Council.

Section C

Key Risks and Mitigations

Risk	Mitigation
A decline in the effectiveness of the setting the Council's strategy and key decision making.	Directors to take on the roles previously undertaken by the posts removed.
A reduction in senior management capacity in the Council.	Directors and other senior staff can take on the roles previously undertaken by the posts removed.
N/a	N/a

Key Development and Delivery Milestones

Milestone	Timeline
Staff and Trades Unions consultation completed	May 2024
Proposals implemented	July 2024
N/a	N/a

Section D

Consultation required?	**Yes** **Timeline to be determined**

	Start	Conclusion
Staff	TBC	TBC
Trade Union	TBC	TBC
Public	TBC	TBC
Service Users	TBC	TBC
Other	TBC	TBC

Equality Impact Screening

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

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

EIA required? (choose YES if any of the above impacts are YES)	**No**

Section E

Finance comments
The budget reduction proposal will generate a total saving of £0.314m from 2025/26 onwards. Due to the requirement to undertake staff consultation, there would be a reduced impact in 2024/25.

Signed RO	05/02/2024

Signed Finance	05/02/2024

APPENDIX 3: CONSERVATIVE CAPITAL PROPOSALS

Proposal	Rationale	Annual Financial Implication
Emerging priorities 2024/25 Repurpose from emerging priorities		
Capital investment in Environmental measures	The Borough has seen an increase in fly tipping. As part of our commitment to help reduce and tackle the issue we believe we need to tackle the problem with more preventative measures, enforcement and the use of technology. We will work with department heads to target these resources effectively and efficiently to help deliver the best results with data and patterns where hotspots are prevalent.	£ 235,000
Capital investment in District Town Centres	Royton and Shaw have been long neglected by the Council, in the Precinct in Royton and the High Street in Shaw. We believe that working with the ward Councillors, businesses, the public and Parish Council that a business case can be presented which helps with public realm improvements, security and public access. Businesses are investing in these areas despite of the Council, so it is only fair that we back that investment up with the capital needed to help secure the long term use of our Highstreets.	£ 300,000
Capital investment in Neighbourhoods	We believe that our neighbourhoods are key to the overall health of our towns. As such we would focus on using this funding to help alleviate problems on our roads, parks or footpaths in particular around Thornham and High Crompton, with each allocated an equal share of the total. Working with ward members, residents, officers and stakeholders it will be used to help improve these areas with properly targeted schemes. This will be for local wards and or districts to decide. Devolving power to neighbourhoods.	£ 200,000
Highways	Many of the Borough's roads are not in a fit and proper state due to years of neglect. We want to invest in them in order to help reduce potholes, improve safety and help make sure that our roads are fit for the future.	£ 1,308,000
Emerging priorities 2025/26 Repurpose from emerging priorities		
Capital investment in District Town Centres	Royton and Shaw have been long neglected by the Council, in the Precinct in Royton and the High Street in Shaw. We believe that working with the ward Councillors, businesses, the public and Parish Council that a business case can be presented which helps with public realm improvements, security and public access. Businesses are investing in these areas despite of the Council, so it is only fair that we back that investment up with the capital needed to help secure the long term use of our Highstreets for another year in order to maximise the impact of the funding.	£ 1,000,000
Capital investment in Neighbourhoods	We believe that our neighbourhoods are key to the overall health of our towns. As such we would focus on using this funding to help alleviate problems on our roads, parks or footpaths around Derker/Greenacres/Westwood/Whitegate/Moorside/Heyside/Wrigleyhead/Firwood Park/Lees/Austerlands/Royley, with each allocated an equal share of the total. Working with ward members, residents, officers and stakeholders it will be used to help improve these areas with properly targeted schemes. This will be for local wards and or districts to decide. Devolving power to neighbourhoods.	£ 1,100,000
Highways	Many of the Boroughs roads are not in a fit and proper state due to years of neglect. We want to invest in them in order to help reduce potholes, improve safety and help make sure that our roads are fit for the future.	£ 1,000,000
Capital investment in Environmental measures	The Borough has seen an increase in fly tipping. As part of our commitment to help reduce and tackle the issue we believe we need to tackle the problem with more preventative measures, enforcement and the use of technology. We will work with department heads to target these resources effectively and efficiently to help deliver the best results with data and patterns where hotspots are prevalent.	£ 468,000
New Health Centre for Saddleworth	Saddleworth with a growing population is in desperate need of a new health centre. With the backing of ward members, the Council, Parish Council, NHS and other stakeholders we will look to make that a reality. By investing in a new health centre that can stand the test of time.	£ 3,225,000
Emerging priorities 2026/27 Repurpose from emerging priorities		
Capital investment in Environmental measures	The Borough has seen an increase in fly tipping. As part of our commitment to help reduce and tackle the issue we believe we need to tackle the problem with more preventative measures, enforcement and the use of technology. We will work with department heads to target these resources effectively and efficiently to help deliver the best results with data and patterns where hotspots are prevalent.	£ 410,000