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CABINET
Agenda

Date	Monday 23 February 2026
Time	6.00 pm
Venue	J R Clynes Second Floor Room 2, Cultural Quarter, Greaves Street, Oldham, OL1 1AL
Notes	1. Declarations of Interest- If a Member requires advice on any item involving a possible declaration of interest which could affect his/her ability to speak and/or vote he/she is advised to contact Alex Bougatef or Constitutional Services at least 24 hours in advance of the meeting.

2. Contact officer for this agenda is Constitutional Services email constitutional.services@oldham.gov.uk

3. Public Questions - Any Member of the public wishing to ask a question at the above meeting can do so only if a written copy of the question is submitted to the contact officer by 12 noon on Wednesday, 18 February 2026.

4. Filming - The Council, members of the public and the press may record / film / photograph or broadcast this meeting when the public and the press are not lawfully excluded. Any member of the public who attends a meeting and objects to being filmed should advise the Constitutional Services Officer who will instruct that they are not included in the filming.

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

Membership of the CABINET
Councillors M Ali, Brownridge, Dean, Goodwin, F Hussain, Jabbar, Mushtaq, Shah (Chair) and Taylor

Item No

1 Apologies For Absence

2 Urgent Business

Urgent business, if any, introduced by the Chair

3 Declarations of Interest

To Receive Declarations of Interest in any Contract or matter to be discussed at the meeting.

4 Public Question Time

To receive Questions from the Public, in accordance with the Council's Constitution.

5 Minutes (Pages 5 - 12)

The Minutes of the meeting of the Cabinet held on 19th January 2026 are attached for approval.

6 Draft Minutes of the Governance, Strategy and Resources Scrutiny Board held 28th January 2026 (Pages 13 - 18)

The draft minutes of the Governance, Strategy and Resources Scrutiny Board held on the 28th January 2026 are attached.

7 Draft Minutes of the Governance, Strategy and Resources Scrutiny Board held 5th February 2026 (Pages 19 - 72)

The minutes of the Governance, Strategy and Resources Scrutiny Board meeting held 5th February 2026 are attached. The Liberal Democrat Group's Budget Amendment Proposals for 2026/27 are attached for Cabinet Members' consideration.

8 Revenue Monitor and Capital Investment Programme 2025/26: Quarter 3 December 2025 (Pages 73 - 116)

The report provides an update as at 31st December 2025 (Quarter 3) of the Council's 2025/26 forecast revenue budget position, the financial forecast of the Dedicated Schools Grant and the Housing Revenue Account (at Annex 1) alongside the financial position of the capital programme together with the revised capital programme 2025/26 to 2029/30 (at Annex 2).
Cabinet Member for Finance, Corporate Services and Sustainability to report.

9 Revenue Budget 2026/27 and Medium Term Financial Strategy 2027/28 to 2028/29 (Pages 117 - 402)

To provide details of the budget reduction requirement and the Administration's budget proposals for 2026/27 having regard to the Provisional Local Government Finance Settlement (PLGFS) published on 17 December 2025. The report also presents the financial forecasts for the remainder of the Medium-Term Financial Strategy (MTFS) period 2028/27 to 2028/29 based on the Settlement information received from Central Government and provides an indicative narrative on the years 2029/30 and 2030/31 which are outside the PLGFS period.
Cabinet Member for Finance, Corporate Services and Sustainability to report.

10 Capital Strategy and Capital Programme 2026/27 to 2030/31 and Minimum Revenue Provision (MRP) Policy Statement (Pages 403 - 476)

To set out the Capital Strategy for 2026/27 to 2030/31 and thereby the proposed 2026/27 capital programme, including identified capital investment priorities, together with the indicative capital programme for 2027/28 to 2030/31, having regard to the resources available over the life of the programme.
Cabinet Member for Finance, Corporate Services and Sustainability to report.

11 Housing Revenue Account Estimates for 2026/27 to 2030/31 and Forecast Outturn for 2025/26 (Pages 477 - 494)

The report sets out for the Housing Revenue Account (HRA), the detailed budget estimates for 2026/27, the strategic estimates for the four years 2027/28 through to 2030/31 and outturn estimate for 2025/26. The report also sets out the recommended dwelling, non-dwelling rents and service and concierge charges to be applied from April 2026.
Cabinet Member for Finance, Corporate Services and Sustainability to report.

12 Treasury Management Strategy Statement - 2026/27 (Pages 495 - 518)

To present the Treasury Management Strategy for 2026/27
Cabinet Member for Finance, Corporate Services and Sustainability to report.

13 Pay Policy Statement (Pages 519 - 540)

To consider the Council's Pay Policy for 2026/27
Cabinet Member for Finance, Corporate Services and Sustainability to report.

14 Greater Manchester Voluntary, Community, Faith & Social Enterprise (VCFSE) Accord (Pages 541 - 556)

To receive details of funding from the VCFSE Accord
Cabinet Member for Neighbourhoods to report.

15 Funding Allocation for Adult Substance Misuse Treatment Services 2026/27 - 2028/29 (Pages 557 - 566)

To approve the funding allocation for Adult Substance Misuse Treatment Services 2026/27 - 2028/29
Cabinet Member for Adults, Health and Wellbeing to report.

16 Oldham Strategy - Giving every child the best start in life (Pages 567 - 600)

Approval is sought of the strategy – 'Giving every child the best start in life'
Cabinet Member for Children's Services to report

17 Speech, Language and Communication Needs Business Case (Pages 601 - 610)

Approval is sought of the Speech, Language and Communication Needs Business Case
Cabinet Member for Education and Skills to report.

18 Approval of Draft Beal Valley and Broadbent Moss Masterplan and Spatial Design Code Supplementary Planning Document for consultation (Pages 611 - 764)

Approval is sought to commence a consultation exercise
Statutory Deputy Leader and Cabinet Member for Neighbourhoods to report.

19 Exclusion of the Press and Public

To consider that the press and public be excluded from the meeting for the following item of business, pursuant to Section 100A(4) of the Local Government Act 1972 on the grounds that discussions may involve the likely disclosure of exempt information, under paragraph 3 as defined in the provisions of Part 1 of Schedule 12A of the Act, to the Local Government Act 1972 and public interest would not be served in publishing the information.

20 Procurement of a Financial Inclusion Service (Pages 765 - 772)

To consider the introduction of a Financial Inclusion Service
Cabinet Member for Finance, Corporate Services and Sustainability to report.

21 Integrated Community Equipment Service (ICES) and Minor Adaptations – Approval to Tender (Pages 773 - 782)

To approve a tendering process for the provision of Integrated Community Equipment Services and Minor Adaptations
Cabinet Member for Adults, Health and Wellbeing to report.

CABINET
19/01/2026 at 6.00 pm

Present: Councillor Taylor (in the Chair)
Councillors M Ali, Brownridge, F Hussain, Jabbar and Mushtaq.

1 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillors Dean, Goodwin and Shah.

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 to consider.

5 **MINUTES**

Resolved:
That the minutes of the meeting, of the Cabinet, held on 15th December 2025, be approved as a correct record.

6 **COUNCIL TAX BASE AND NON-DOMESTIC RATES TAX BASE FORECAST 2026/27**

The Cabinet received a report of the Director of Finance that presented Members with the Council Tax Base which would underpin the forthcoming Council Budget and Medium-Term Financial Strategy, scheduled for consideration at the Budget Council meeting on Wednesday, 4th March 2026.

The report also sought delegated authority to determine the 2026/27 Non-Domestic Rates (Business Rates) forecast to reflect up to date Non-Domestic Rates details to be submitted to Central Government via the annual NNDR 1 return by the statutory deadline of 31st January 2026.

The Director of Finance's report set out information on the Council Tax Base for 2026/27 using the most up to date valuation list and all other information and estimates available.

The total number of chargeable properties included in the Council Tax Base calculation in Oldham for 2026/27 was 99,072. This figure is reduced to 88,519.8 after allowing for discounts and exemptions and translates to the equivalent of 70,433.3 Band D properties. After applying adjustments for the Local Council Tax Support scheme offset by the additional charging for empty properties and an anticipated increase in the number of properties to be included in the valuation list over the forthcoming year, the number of Band D equivalent properties reduces to 61,950.4. The final Tax Base after the application of the anticipated collection rate of 96.75% is 59,937 which is an

increase of 436 when compared to the Council Tax Base for 2025/26 of 59,501.

The 2026/27 Tax Bases for Saddleworth and Shaw and Crompton Parish Councils of 9,877 and 6,018 respectively, have been calculated using the same methodology.

It was reported as being important to highlight that the preparation of Council Tax and Business Rates Tax Bases was being undertaken in a period of unprecedented uncertainty and volatility. There were fundamental national changes to Business Rates that will take effect from 1st April 2026. A revaluation by the Valuation Office Agency (VOA), introduction of three new multipliers, the National reset of the Business Rates system, a new Gross rates approach and the Fair Funding review are amongst the issues which make forecasting extremely challenging.

Statute requires local Billing Authorities to prepare and submit to the Ministry of Housing, Communities and Local Government (MHCLG) a locally determined and approved Business Rates forecast through the NNDR 1 return by 31st January each year. This forecast would be used to determine the 2026/27 "demand" and payment schedule for Business Rates between Oldham Council and the Greater Manchester Combined Authority (GMCA). The Council remains a participant in the Greater Manchester 100% Rates Retention Scheme; this means the Council no longer pays a share of Business Rates to Central Government. Instead, Oldham currently retains 99% of the income with 1% being paid to the GMCA for Fire and Rescue services.

Options/Alternatives considered:

a. (Preferred Option) The Council has little discretion in the calculation of the number of properties incorporated into the Council Tax Base given the legislative framework that is in place. There is some discretion in estimating the number of new properties that will be included on the Council Tax register during 2026/27 and the change to the number of claimants of Council Tax Reduction. A prudent view has been taken in this regard. The main area for an alternative approach is over the level of assumed collection rate. An increase in the collection rate would boost the anticipated Council Tax income and a decrease in the rate would decrease income. The Council has chosen to maintain its 2026/27 collection rate at 96.75%. This decision has been influenced by prevailing economic circumstances and current trends in collection rates.
b. The NNDR1 return generates the figures upon which the Business Rates Tax Base was prepared. It was not therefore appropriate to consider a third alternative approach.

Resolved:

1. That the Cabinet approves the Council Tax Base for 2026/27 at 59,937 Band D equivalent properties.
2. The Cabinet notes the Tax Bases for Saddleworth and Shaw and Crompton Parish Councils of 9,877and 6,018 respectively.
3. That the Cabinet delegates the decision to agree the Business Rates forecast and hence the Business Rates Tax Base, if required, to the Cabinet Member for Finance, Corporate Services and Sustainability in consultation with the Director of Finance.

7 **OLDHAM LOCAL PLAN: PUBLICATION PLAN CONSULTATION**

The Cabinet considered a report of the Executive Director of Place/Deputy Chief Executive, the purpose of which was to approve the Oldham Local Plan: Publication Plan for publication and consultation.

The report advised that following its adoption in March 2024 the Places for Everyone Joint Plan (PfE) now formed part of Oldham's Local Plan. PfE set the strategic policies for the Borough, but there is still a need for local policies that support the implementation of PfE across Oldham and to deliver the Council's regeneration objectives and priorities.

The Government are in the process of reforming the current system for preparing Local Plans. In the meantime, for plans progressing to adoption under the current plan-making legal framework (which includes the review of the Oldham Local Plan) there was a requirement for these to be submitted for examination by 31st December 2026.

The Oldham Local Plan was therefore being prepared under The Town and Country Planning (Local Planning) (England) Regulation 2012 ('the Regulations'). There were various stages in the production of a Local Plan and Oldham Council was at Regulation 19 (or the Publication Plan) stage.

Thie submitted report sought approval of the Oldham Local Plan: Publication Plan for publication and consultation, pursuant to Regulation 19 of the Town and Country Planning (Local Planning) (England) Regulations 2012 for a six-week period for representations to begin no earlier than 28 January 2026. The 'Publication Plan' stage was a formal 'statutory' consultation that provided an opportunity for organisations, and individuals, to submit their final views on the content of the Plan.

Following consultation the Publication Plan, representations received, and other relevant supporting documentation, would be sent to the Secretary of State. This was called the 'Submission stage', pursuant to Regulation 22 and requires approval at Council. A separate report seeking approval to submit the Publication Plan for examination will be brought to Council, around May/June 2026.

Options/Alternatives considered:

Option 1 (preferred Option): that the Cabinet approves the Oldham Local Plan: Publication Plan, Policies Map and supporting documentation for publication and consultation as per the recommendations in the report. The advantages are that this will ensure that the Council has in place an up-to-date Local Plan in place that supports implementation of PfE at a Borough-wide level and provides a planning policy framework to enable delivery of the Council's regeneration ambitions and Building a Better Oldham, whilst meeting requirements of national planning policy and regulations. There were no reported disadvantages to pursuing Option 1.
Option 2: that the Cabinet does not approve the Oldham Local Plan: Publication Plan, Policies Map and supporting documentation for publication and consultation as per the recommendations in the report. There were no reported advantages to pursuing this Option. The disadvantages, in not approving the Plan, were that the Council would not be able to progress preparation of the Local Plan to the next stage. Without 12 an up-to-date Local Plan in place the Council would be reliant on the existing Core Strategy (elements of which are out of date) and the high-level Greater Manchester -wide policies in Places for Everyone when making decisions on planning applications for the foreseeable future. The Council would not have the benefit of the positive planning framework set out in the Publication Plan that supports implementation of PfE at a Borough-wide level whilst enabling deliver of our Council regeneration ambitions and priorities.

In considering the report the Cabinet's members were mindful that the report had been considered by the Place, Economic Growth and Environment Scrutiny Board, at its recent meeting on 12th January 2026, where the recommendations in the report were supported and endorsed and which the Cabinet was asked to approve.

Resolved:
That the Cabinet:

1. Approves the Oldham Local Plan: Publication Plan, Policies Map and supporting documentation for publication and consultation, pursuant to Regulation 19 of the Town and Country Planning (Local Planning) (England) Regulations 2012 for a six-week period for representations to begin no earlier than 28 January 2026.
2. Delegates authority to the Cabinet Member for Neighbourhoods, in consultation with the Executive Director of Place/Deputy Chief Executive, to approve the Statement of Common Ground required pursuant to the National Planning Policy Framework.
3. Delegates authority to the Assistant Director Planning, Transport and Housing Delivery to make any minor non-material amendments to the Oldham Local Plan: Publication Plan, Policies Map and supporting documentation ahead of its publication and consultation (these amendments will be limited to correcting minor errors and formatting text).

4. Notes that following consideration by the Place, Economic Growth and Environment Scrutiny Board on 12th January 2026, the report is exempt from call-in, under Rule 14 of the Overview and Scrutiny Procedure Rules in the Council's Constitution.

8 **YEW TREE COMMUNITY SCHOOL - CAPITAL WORKS**

The Cabinet considered a report of the Executive Director (Children and Young People, which sought approval for a capital project that would offer additional places and enhance provision for pupils with additional needs at Yew Tree Primary School. The report was also seeking approval for the allocation of funding from High Needs Provision Capital Allocations (HNPCA) and Basic Need Grant towards the scheme.

Cabinet was informed that the submitted report related to a project at Yew Tree Community School that was intended to enhance existing provision and provide additional provision for KS1 pupils with additional needs. These proposals were developed sufficiently for costs and proposals to be placed before the Cabinet for a final decision. The proposed project would create a total of 24 new places in the school for children with additional needs.

Currently the Local Authority has around £2.8 M of Basic Need funding and £7.5 M of High Needs Capital Allocation Funding. It was proposed that where projects will generate additional places these projects would be funded from the HNPCA Grant provision.

Yew Tree Community School Yew Tree Community School serves the Chadderton area of the Oldham Borough and is a Community Primary School. This project will increase access to KS1 places for 24 children who may otherwise require specialist provision. This provision will have an emphasis on children with complex communication and interaction needs. Children enrolled in this provision would have SLCN (Speech, Language and Communication Needs) as their primary area of need. This project will lead to additional places and improved provision for children in Oldham. There was no specialist provision within this planning area which meant that children often are required to travel to other provision outside of their local area.

Yew Tree Community School is a mainstream primary school and caters for 647 pupils. The proposed project will provide a modular building situated on the school grounds adjacent to the KS2 main classrooms, this modular building will provide two large classrooms (split into four with movable walls), three intervention rooms, staff area and toilets.

This will provide a smooth transition between the two buildings. Classrooms are to be designed to accommodate a maximum group size of between 6-12 pupils The total cost of this project is estimated to be in the region of 592,100 (a total of £651,310 when including 10% contingency). It is proposed that this project is funded from the LA High Needs grant provision.

Options/Alternatives considered:
Option 1 (preferred Option) to approve the above capital investment for the project listed above to deliver the ambitions of the SEND and Inclusion Strategy 2023 – 2027.
Option 2: Do not approve the projects and risk not fulfilling the above strategy.

Resolved:

1. That the Cabinet approves the capital project, detailed in the submitted report, that will offer additional places and enhance provision for pupils with additional needs at Yew Tree Primary School.
2. That the Cabinet approves the allocation of funding from High Needs Provision Capital Allocations and Basic Need Grant towards the costs of the scheme.

9 **PROPERTY MANAGEMENT PROGRAMME UPDATE**

The Cabinet considered a report of the Executive Director of Place/Deputy Chie Executive that provided information about the School Backlog Maintenance programme. This included work requiring Capital investment to the schools that were still under the Council's control. The Cabinet was also requested to note the scale of investment required to Council controlled schools and approve the funds provided by the School Condition Allocation to proceed with the identified prioritised work.

The Cabinet was advised that significant funding was required to address identified schemes in respect of the School Backlog Maintenance programme over the years covering 2026/27 and 2027/28.

Options/Alternatives considered:
The option proposed was the first step towards forming a comprehensive plan to rectify a substantial amount of school backlog maintenance work between 2026 and 2028. The works proposed would not only improve the environment in which teachers teach and children learn but would ensure that the risk of school closure due to services/building fabric failure was significantly reduced. The proposed position of school budgets was detailed in the confidential report at agenda item 11.

Resolved:
That the Cabinet will consider the confidential recommendations, detailed in the report, at agenda item 11.

10 **EXCLUSION OF THE PRESS AND PUBLIC**

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

11 **PROPERTY MANAGEMENT PROGRAMME UPDATE**

The Cabinet considered the commercially sensitive information in relation to agenda item 9: 'Property Management Programme Update'.

Resolved:

1. That the Cabinet approves the budget, detailed in the submitted report, to enable commission of the required works in accordance with the Council's Contract Procedure Rules, thereby assist to maintain and facilitate improved functional use of the Borough's schools, avoiding school closures and mitigating relevant operational and health and safety risks.
2. That the Cabinet notes the delegation of approval, of individual contract awards, to the Director of Growth with a financial update to be issued to the Cabinet at the end of each financial year.

The meeting started at 6.00pm and ended at 6.15pm

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GOVERNANCE, STRATEGY AND RESOURCES SCRUTINY BOARD
28/01/2026 at 6.00 pm

Present: Councillor McLaren (Chair)
Councillors Aslam, Chauhan, Cosgrove, Hughes, Ibrahim, Kenyon, Lancaster and Rustidge (Vice-Chair)

Also in Attendance:

Councillor Mohon Ali	Cabinet Member for Education and Skills
Emma Barton	Deputy Chief Executive (Place)
Alex Bougatef	Borough Solicitor and Director of Legal
Councillor Barbara Brownridge	Cabinet Member for Adults, Health and Wellbeing
Neil Consterdine	Director of Communities
Nasir Dad	Director of Environment
Julie Daniels	Executive Director Children and Young People
Councillor Peter Dean	Cabinet Member for Culture and Leisure
Mark Edmondson	Revenues and Benefits Services, Oldham MBC
Rebecca Fletcher	Director of Public Health
Councillor Chris Goodwin	Cabinet Member for Transport and Highways
Jack Grennan	Constitutional Services
Councillor Fida Hussain	Cabinet Member for Enterprise
Councillor Abdul Jabbar MBE	Deputy Leader and Cabinet Member for Finance, Corporate Services and Sustainability
Shelley Kipling	Chief Executive
Vickie Lambert	Finance Services
Darren Millward	Financial Management
Councillor Shaid Mushtaq	Cabinet Member for Children and Young People
Jayne Ratcliffe	Director of Adult Social Services
Councillor Arooj Shah	Leader and Cabinet Member for Growth
Councillor Elaine Taylor	Statutory Deputy Leader and Cabinet Member for Neighbourhoods
Christian Walsh	Deputy DASS
Lee Walsh	Director of Finance

1 **APOLOGIES FOR ABSENCE**

There were no apologies for absence received.

2 **URGENT BUSINESS**

There were no items of urgent business received.

3 **DECLARATIONS OF INTEREST**

There were no declarations of interest received.

4 **PUBLIC QUESTION TIME**

There were no public questions received.

5 **MINUTES OF PREVIOUS GOVERNANCE, STRATEGY AND RESOURCES SCRUTINY BOARD MEETING**

RESOLVED that the minutes of the meeting held on 4th December 2025 be approved as a correct record.

6 **REVENUE MONITOR AND CAPITAL INVESTMENT PROGRAMME 2025/26: QUARTER 3 DECEMBER 2025**

The Cabinet Member for Finance and Corporate Resources made an introductory statement setting out the background and context including pressures faced in the current year and developing the budget for 2026/27.

The forecast adverse position for 2025/26 at the end of Quarter 3 was estimated to be £15.199m (£21.094m at the end of Quarter 2).

The details within the revenue monitoring report for Quarter 3 followed on from the Quarter 2 report previously presented and highlighted any significant areas of concern which may not just impact on the current year, but also when preparing future budgets. A forecast adverse position based on the Quarter 3 revenue controllable budget is £15.199m which is a favourable movement of £5.894m from the position previously reported. The Council is currently exploring opportunities in conjunction with its external treasury advisors to look at our current policy on capitalising interest costs for assets under construction. This could generate a potential revenue adjustment to the Council which would reduce the forecast adverse variance for 2025/26. The outcome of this work would be reported to Cabinet in the Month 10 revenue monitoring report.

Since the last report was presented to this meeting, the implementation of the agreed enhanced controls had continued to have an impact on the forecast position resulting in the favourable movement between periods. It was expected that the position will continue to improve as these agreed controls are embedded further. It was important that the organisation continued this work on mitigating and reducing the forecast revenue variance by the end of the financial year, limiting any unbudgeted use of reserves and protecting its financial resilience.

Given the in-year financial position of the Council, the level of reserves available and the budgetary gaps reported within the Council's Medium Term Financial Strategy (MTFS), the recent publication of the Provisional Local Government Finance Settlement provided some additional support to the Council as a result of the Fair Funding Review and the continuation of the Recovery Grant for another 3 years. Whilst this funding was welcomed, the Council must deliver within the financial resources allocated for 2026/27 onwards. The Council's strategy to transfer much needed resources to reserves to increase

reserves is a positive movement in ensuring the organisations financial resilience over the medium term.

Information on the forecast year end position of the Dedicated Schools Grant (DSG), and Housing Revenue Account (HRA) were also outlined in the report.

Members aske questions on the JR Clynes and Spindles Buildings overspends, querying why this wasn't anticipated. It was noted that the majority of this spend was on the Spindles due to Business rates valuations.

Members also requested that the minutes of the delivery board be included in future agendas and it was noted that this would be looked at. Members also queried why the Capital Strategy had increased next year. It was noted that the primary reason for this was slippage with spending having been pushed back to next year, which was standard practice. It was also highlighted that due to some decisions being called in, there had been delays to Capital items which had subsequently been reprofiled. It was noted that the overall value of the Capital Strategy was the same.

RESOLVED: that the Report and recommendations be accepted and commended to Cabinet

7 **REVENUE BUDGET 2026/27 AND MEDIUM TERM FINANCIAL STRATEGY 2027/28 TO 2028/29**

Consideration was given to a report by the Director of Finance providing the Governance, Strategy & Resources Scrutiny Board with the budget reduction requirement and the Administration's budget proposals for 2026/27 having regard to the Provisional Local Government Finance Settlement (PLGFS) published on 17 December 2025. The report also presented the financial forecasts for the remainder of the Medium-Term Financial Strategy (MTFS) period 2027/28 to 2028/29 based on the Settlement information received from Central Government and provided an indicative narrative on the years 2029/30 and 2030/31 which are outside the PLGFS period.

This report presented the Council's Revenue Budget for 2026/27 together with the budget reduction requirement and the Administration's budget proposals for 2026/27 including Council Tax intentions. It also provided the financial forecasts for the MTFS period, 2027/28 to 2028/29 on the known settlement information and a high level indicative narrative for the years 2029/30 and 2030/31 which are outside the PLGFS period. Included within this report are a number of budget reduction proposals for consideration and a budgeted transfer to reserves for the financial years 2026/27 to 2028/29 which is the second consecutive year that the Council's revenue budget has been balanced without the need to use general revenue reserves to support it.

The Council had reviewed all the underlying assumptions in its approach to setting the revenue budget for 2026/27 onwards having regard for the impact of the Fair Funding Review 2.0 and the indicative allocations published in the Provisional Local Government Finance Settlement. The revenue budget gap for 2026/27 is therefore revised to £20.301m. To balance the budget, a resources review has enabled budget adjustments of £10.196m, with Transformation Programme savings of £2.000m to be applied. £8.105m of budget reductions are proposed for delivery in 2026/27 which would balance the revenue budget position.

The Leader of the Council and Cabinet Member each presented the budget reduction proposals with their individual Portfolio area. Scrutiny Board members were able to ask questions of the portfolio holder to seek further information and clarification of the proposals.

RESOLVED that the Report and the following recommendations be accepted and commended to Cabinet.

1. The policy landscape and context in which the Council is setting its revenue budget for 2026/27;
2. The financial forecast for 2026/27 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 2026/27;
4. A proposed overall 2026/27 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 10 of the report;
5. The Transformation Programme savings for 2026/27 at £2.000m
6. The 2026/27 Budget Reduction proposals at a value of £8.105m;
7. The proposed transfer to reserves of £1.600m in 2026/27 to improve the financial robustness of the Council;
8. The proposal to draw on the Collection Fund for major preceptors of £153.167m for Borough Wide services and £129.237m for Council services (subject to confirmation);
9. The proposed net revenue expenditure budget for 2026/27 for the Council set at £367.259m;
10. The proposed fees and charges as set out in the schedule included at Appendix 8
11. The level of general fund balances supporting the 2026/27 budget of £18.865m underpinned by the agreed policy on Reserves.

Councillor Hughes made known her disagreement with recommendation 4.

8 **CAPITAL STRATEGY AND CAPITAL PROGRAMME 2026/27 TO 2030/31 AND MINIMUM REVENUE PROVISION (MRP) POLICY STATEMENT**

The Director of Finance submitted a report setting out the Capital Strategy for 2026/27 to 2030/31 and thereby the proposed 2026/27 capital programme, including identified capital investment priorities, together with the indicative capital programme for 2027/28 to 2030/31, having regard to the resources available over the life of the programme.

The Council had set out its capital programme for the period 2026/27 to 2030/31 based on the principles of the Capital Strategy. The Capital programme and Capital Strategy were influenced by the level of resources available. The level of prudential borrowing included reflected the financing available in the revenue budget, capital receipts align with forecasts, and grant funding and other contributions were based on already notified allocations or best estimates.

The capital programme for the period 2026/27 to 2030/31 included additional Transport schemes funded by Grant £16.630m, additional Council funded investment in Transport specifically for Potholes (£2.000m) and additional resource for Emerging Priorities (£1.592m), both funded by Prudential Borrowing and an increase in The Use of Flexible Capital Receipts of £2.600m (£0.600m per year) until its expiry of the direction in 2030, financed from Capital Receipts.

The revised capital programme included proposed expenditure for 2026/27 of £99.556m, of which the largest category is £72.953m of expenditure on regeneration, schools, transport and infrastructure projects within the Place Directorate. Total expenditure decreases to £49.047m, £14.923m, £ 5.972m and £1.592m in 2027/28, 2028/29, 2029/30 and 2030/31 respectively.

RESOLVED that the following recommendations be accepted and commended to Cabinet:

1. The Capital Strategy for 2026/27 to 2030/31 at Appendix 1 of this report and summarised at Section 2.1.
2. The capital programme for 2026/27 and indicative programmes for 2027/28 to 2029/30 at Annex C of Appendix 1 and summarised at sections 2.2 to 2.5 of this report.
3. The Flexible Use of Capital Receipts Strategy as presented at Annex D of Appendix 1.
4. The Minumum Revenue Provision (MRP) Policy Statement 2026/27 and method of calculation and Prudential Indicators detailed in Appendix 2.

9 **HOUSING REVENUE ACCOUNT ESTIMATES FOR 2026/27 TO 2030/31 AND FORECAST OUTTURN FOR 2025/26**

The Director of Finance submitted a report which set out the Housing Revenue Account (HRA), the detailed budget estimates for 2026/27, the strategic estimates for the four years 2027/28 through to 2030/31 and outturn estimate for 2025/26. The report also set out the recommended dwelling, non-dwelling rents and service and concierge charges to be applied from April 2026.

After taking all relevant issues into account, the projected financial position for 2025/26 was estimated to be a £3.723m positive variance when compared to the original budget forecast for 2025/26 approved at the Budget Council meeting, 6 March 2025. This wass largely due to the contribution to capital of £3m being delayed until 2026/27. It should be noted that the revised forecast outturn would still see HRA expenditure at £0.757m greater than income, and reserves reducing as a result.

The 2026/27 position had been presented after allowing for a proposed increase in dwelling rents of 4.8%, 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 were either the recipient of Housing Benefit or Universal Credit, and it was assumed that the proposed increase in rents would not be an additional financial pressure to the majority of tenants.

The financial projections for the HRA over the period 2025/26 to 2030/31 showed an overall reduction in the level of balances from £22.173m at the start of 2025/26 to £15.628m at the end of 2030/31.

The HRA detailed budget for 2026/27, strategic estimates for the four years 2027/28 to 2030/31, and the outturn estimate for 2025/26 were presented to the Governance, Strategy and Resources Scrutiny Board for comment.

RESOLVED that that the following recommendations be accepted and commended to Cabinet:
1. Forecast HRA outturn for 2025/26 (as per Appendix A)
2. Proposed HRA budget for 2026/27 (as per Appendix B)
3. Strategic estimates for 2026/27 to 2030/31 (as per Appendix D)
4. Proposed increase to dwelling rents for all properties of 4.8%.
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

10 **WORK PROGRAMME**

RESOLVED: That the Governance, Strategy and Resources Scrutiny Board's Work Programme for 2025/26 be noted.

11 **KEY DECISION DOCUMENT**

The Scrutiny Board considered the Key Decision Document, which records key decisions that the authority is due to take.

RESOLVED: That the Key Decision Document be noted.

12 **RULE 13 AND 14**

There were no Rule 13 or 14 decisions to be considered.

The meeting started at 6.00 pm and ended at 7.50 pm

GOVERNANCE, STRATEGY AND RESOURCES SCRUTINY BOARD
05/02/2026 at 6.00 pm

Present: Councillor McLaren (Chair)
Councillors Chauhan, Davis (Substitute), Hughes, S. Hussain (Substitute), Iqbal (Substitute), Kenyon and Lancaster

Also in Attendance:

Councillor Sam Al-Hamdani	Deputy Leader of the Liberal Democrats and Shadow Cabinet Member for Value for Money and Sustainability
Emma Barton	Deputy Chief Executive (Place)
Alex Bougatef	Borough Solicitor and Director of Legal
Andy Cooper	Senior Finance Manager
Fiona Greenway	Director of Resources
Jack Grennan	Constitutional Services
Councillor Abdul Jabbar MBE	Deputy Leader and Cabinet Member for Finance, Corporate Services and Sustainability
Vickie Lambert	Finance Services
Fran Lautman	Assistant Director of Customer Experience
Councillor Shaid Mushtaq	Cabinet Member for Children and Young People
Councillor Elaine Taylor	Statutory Deputy Leader and Cabinet Member for Neighbourhoods
Lee Walsh	Director of Finance

1 **APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor Aslam (Councillor Iqbal substituting), Councillor Cosgrove (Councillor S. Hussain substituting), Councillor Ibrahim, Councillor Marland and Councillor Rustidge (Councillor Davis substituting). Apologies were also received from Councillor Shah, Councillor F. Hussain and Councillor Goodwin as Cabinet Members, from Councillor Harkness and from Shelley Kipling.

2 **URGENT BUSINESS**

The Chair read out a statement that Items 6, 7 and 8 had been withdrawn from the agenda as the Director of Finance, in his statutory role as Section 151 Officer, could not accept the alternative budget proposals put forward for the items on the basis of the robustness of the estimates and the adequacy of reserves.

Councillor Lancaster registered a complaint from the Conservative group, highlighting a lack of staff support and time and that administrative asks with tight deadlines had been a hindrance with the view being that senior officers were acting out of purview. It was also noted that the proposals had been

based on the group's previous proposals which had been brought to the committee previously.

Members queried whether the group had put proposals in and why they had complained. The Chair responded that he could only comment on the process.

3 **DECLARATIONS OF INTEREST**

There were no declarations of interest received.

4 **PUBLIC QUESTION TIME**

There were no public questions received.

5 **LIBERAL DEMOCRAT GROUP BUDGET AMENDMENT PROPOSALS 2026/27**

Councillor Sam Al-Hamdani introduced the proposals, highlighting the two main capital proposals on temporary accommodation and an increased spend on districts. It was noted that this would let the public take control on behalf of their communities. It was noted that there had been a reduction proposed around vacancy management was based on some reasonable savings being realised.

Members noted that the additional investment in districts was welcomed but highlighted concerns around the forecasting of health budgeting and the reduction around social care. Members noted concerns too around whether impact assessments for frontline services had been carried out on the mileage and Trade Union time proposals. It was noted that although the social care funding was lower than the administrations proposal, it was still higher than the current funding. It was highlighted that forecasting had been improved and that this was a balanced approach and achievable.

Members asked for more information on the temporary accommodation proposals. It was noted that the administration's proposals from last year had not yet happened, and that the impact of a lack of temporary accommodation was creating long term problems for social care and that the funding would make this a priority.

Members noted concerns around the reduction of funding for IT. It was noted that this funding reduction would come from non-allocated spending, meaning that no commissioned work or allocated spend would be unfunded. It was noted that IT issues are a concern but that this was a reduction from the general IT budget.

Members queried whether the reduction in Trade Union facilities time was just in facility time or in staff contributions. It was noted that this would just be in facilities time. Members queried what this would mean in practice as Trade Unions would still be meeting with departments. It was highlighted that Oldham was an outlier in terms of the amount of Trade Union facilities time offered and there was no clear need for the difference.

Members noted concerns around the reduction in mileage budgets and it was noted that the budget for this was currently underspent, so that the proposal would just be a different way of working this to reflect more accurately. Members noted that there are probably members of staff who don't claim the mileage they are eligible for. It was noted that these terms would have to be negotiated and that all the budget process is based on probabilities.

The Director of Finance noted that his comment were not an endorsement of the proposals but an acceptance of the robustness of the proposals put forward.

RESOLVED: That the Liberal Democrat budget reduction proposals be referred to Cabinet for consideration.

6 **THE OLDHAM GROUP BUDGET AMENDMENT PROPOSALS 2026/27**

The item was withdrawn.

7 **CONSERVATIVE GROUP BUDGET AMENDMENT PROPOSALS 2026/27**

The item was withdrawn.

8 **REFORM UK GROUP BUDGET AMENDMENT PROPOSALS 2026/27**

The item was withdrawn.

The meeting started at 6.00 pm and ended at 6.40 pm

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Report to Governance, Strategy and Resources Scrutiny Board

Liberal Democrats Budget Amendment Proposals 2026/27

Portfolio Holder: Deputy Leader of the Liberal Democrats and Shadow Cabinet Member for Value for Money and Sustainability, Liberal Democrat Group, Councillor Sam Al-Hamdani

Officer Contact: Andy Cooper, Senior Finance Manager

05 February 2026

Reason for Decision

The report presents to the Governance, Strategy and Resources Scrutiny Board the Liberal Democrats suggested amendments to the Administration's Budget proposals for 2026/27 and offers some forward-looking proposals to achieve savings in future years.

Executive Summary

The report presents to the Board a number of 2026/27 budget amendments in addition to those proposals already presented by the Administration to this Board at its meeting on 28 January 2026.

This report identifies additional savings totalling £0.500m in 2026/27 and a further £0.140m in 2027/28. There are a range of investments that will be funded from the savings proposals put forward to offset the increased expenditure. It also proposes changes to the Capital Programme. Details of the proposals can be found in Sections 3 and 4 and in summary at Appendix A. Business Cases for the individual budget reductions can be found at Appendix B.

Recommendations

That the Governance, Strategy and Resources Scrutiny Board considers and recommends that:

1. The Investment and Savings proposals for 2026/27 as summarised at Appendix A are commended to Cabinet.

2. The amendments to the Administration's proposed Capital Programme are implemented as set out in this report.

Liberal Democrats Budget Amendment Proposals 2026/27

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 Following multiple years in which the Administration has proposed substantial savings in order to meet that balanced budget, which it has failed to deliver, combined with successive years of overspending, in particular through Children's Social Care, Adult Social Care and homelessness, the Council is in our view, at a crisis point. A similar failure to achieve the savings proposed in the Administration budget would see reserves fall below critical levels.

1.3 The Council's external auditors have made it clear that continuing to fund day to day spending through use of reserves is a major risk. And while the Administration Budget puts forward the right principles in terms of replenishing the Council's reserves, it should be clear that this was also the principle behind the Administration's past budget, which have so far failed to be delivered, resulting in a consistent pattern of overspending. The Liberal Democrat group have strong concerns about this consistent lack of delivery which has put massive pressure on the Council's finances which would not have happened with better assessment of achievable savings.

1.4 The Government has moved from a position of advising Council's to maximise their core spending power through the full use of their powers to increase Council Tax and the Social Care precept, to including this assumed baseline 4.99% increase in their calculations of a Council's core spending calculation. This has been added to by the Government's position that should the Council not increase these by the full amount, then this will be taken into consideration negatively in future funding settlements.

1.5 Despite first requesting information to support the Liberal Democrat's budget amendment on July 22 last year, specifically (a) officer support for budget setting, (b) information on recommendations from departmental directors on their approaches to cost savings and investments; and (c) a full timeline for the budget setting process. At no point did we receive a full timeline for the process – indeed we were given less than 24 hours to meet the deadline for this budget document to be signed-off. This is despite the leader's assurances at the last Budget that all the opposition parties would be afforded any information required, and the support required to put forward this process. This has not been delivered.

1.6 As such, many of the more substantial parts of this document, which could deliver real revenue savings for this Council, and better services for the people of this borough, have had to be presented as items for future consideration. We consider that by ensuring that all the opposition groups have such minimal time to prepare and deliver alternative budget proposals, the Labour Administration of this Council is doing a great disservice to the people of this borough, by exploring the full breadth of ideas which could improve people's lives in a practical manner.

1.7 The Liberal Democrats believe that there are key approaches which the Administration is not taking up which would deliver critical value, environmental improvements, and deliver on promises which this Council has made but not delivered.

1.8 This budget amendment challenges key decisions set out by the Administration, identifies other areas for revenue savings and proposes 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.

1.9 The Liberal Democrats have put forward a budget which will deliver capital investment in each successive year, meeting our promise to improve investment not just in Oldham town centre, but across the entire borough. The current One Oldham Fund, supported by grant funding is a one-off approach to this, which has already been moved from spending in the 2025–26 financial year to the 2026–27 financial year. It should be noted that the Local Improvement Fund is no longer in existence. We believe that the Council should be looking to ensure more consistent delivery of capital funding across each of the town and district centres, so that all areas can have a consistent approach to local improvement, with the certainty that future funding brings.

1.10 The capital programme also includes a significant investment into temporary accommodation to address one of the most critical areas for budget pressures in the Council – as opposed by the Administration last year. We believe that an approach to provide the most cost-effective accommodation to help local residents who are homeless or at risk of homelessness should be far more of a priority for capital spending by the Administration than in its current proposals.

1.11 The Administration also cannot currently evidence the delivery of their promise of a net zero estate for the Council, which should have already been delivered. Plans for an energy generation approach are not sufficiently developed in order for us to be able to include them in this budget amendment, although we believe that there should be significant value in revenue savings through lower energy costs to offset the capital costs of building this, and we would like to see actual delivery of new energy systems in the financial year 2026–27.

1.12 This impacts significantly on the level of scrutiny available for the Council's own budget proposals. It should be noted that the report on the Council's budget proposals was published on the 20 January 2026, and the public consultation on the budget started on 19 January 2026 and is to finish six days after the Council's scrutiny committee has conducted its assessment of the Administration's budget proposals. The Liberal Democrats believe that this is consultation in name only – and that there is no opportunity for any suggestions from the budget consultation to be included into the Administration's budget. The Administration have created a situation where neither opposition – or indeed Administration – councillors nor the public can effectively scrutinise or improve proposals. This is not acceptable.

1.13 The Administration Budget is based on the achievement of targeted savings across departments. The Council has a significant track record of failing to achieve these savings, with significant overspends in three years, as a result of increased demand and unachieved savings. This has resulted in a substantial reduction in reserves to a critical level, which this has resulted in a critical observation from the Council's external auditors. This is already of significant concern when assessing the Administration budget.

1.14 In addition to this, the Council is now targeting £18.3 million of further savings through a cross-departmental multi-year plan of spending to save. These are described in the report as Amber on its Red/Amber/Green rating matrix, and the report states "An honest assessment is that, in the current state, the deliverability risk is high. The Council does not yet consistently have the embedded capability, capacity or delivery infrastructure required to implement this scale of change at pace."

1.15 The report indicates that a formal benefits realisation framework "will be established". This has not yet been done, so the scrutiny committee was unable to assess the benefits on which they were basing their decision.

1.16 The expenditure on this programme is at best, vague. The reference in the report is to a recurring "£2–3m recurrent investment", with no detailed year-by-year proposals for spending.

1.17 The report states the need for "strong governance" to achieve these savings. The Liberal Democrat group believes that the above points are a clear indication that this process has not engaged effectively with the scrutiny process, and as such, is building an approach without the strong governance that it is stated is essential for delivery. It is a house built on sand.

1.18 Unfortunately due to the limited timescales presented for scrutiny and analysis – with the Administration's budget proposals once more being presented at the last possible moment, public consultation not taking place until after the budget proposals have been sent to scrutiny, and opposition groups being denied information and support, combined with the lack of transparent information in the Appendix which lays out these costs and savings, it is impossible to know whether this spending is justified and these savings can be achieved. We cannot see how an informed decision can be made on these proposals.

2. Current Position

2.1 The context of the whole budget setting process continues to be extremely challenging. Local government funding has been significantly cut since 2010, and this has been compounded by a failure to deal with the extremely challenging, but still unaddressed issue of social care funding. Announced in January 2025, the Casey Commission is currently undertaking a review of how to deal with funding for adult social care funding, with the final report expected in 2028, this leaves Councils in limbo and facing a huge challenge to put together effective budgets for local residents until the Government addresses this funding challenge properly.

2.2 Macro- and micro-economic factors continue to have an extremely significant impact, and the failure to deliver any effective trading arrangements with our largest trading partner, the EU, is compounded by the continued and ongoing impact of the invasion of Ukraine by Russia.

2.3 Considering these factors and existing budget constraints, the Administration has presented a series of savings proposals as part of the 2026/27 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. This is added to by the decision of the Government to postpone a decision on a national solution to the funding of adult social care for three years. 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 has a compounded negative effect in future years. Attempting to end the overspending of recent years and build a more resilient financial basis for the Council is the right approach – the success of it will be measured by how effectively the Council manages to end successive years of multi-million overspends covered by reserves and is in a position to actually start replenished the diminished reserves. Unfortunately, this has not yet been achieved.

Council Tax

2.4 The proposal by the Administration to increase Oldham Council's element of Council Tax for general purposes by 2.99% for 2026/27 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 the only realistic option that is available given the national Government's approach to local government funding. 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 recognise that the core spending power of the Council in terms of Central Government support for Local Authorities is predicated on – and now calculated including – 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. We believe that this approach, and the settlement that has been reached with local authorities is not in the best financial interests of towns like Oldham – which has significantly fallen in the indices of deprivation, further evidence if any was needed, that this approach is not working. There is a significant difference between accepting the legal requirements of a budget setting process and accepting the political choices which have resulted in this budget. We strongly object to those political choices.

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. 2026/27 Proposals

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

- Amendments to the Capital Programme for 2026/27 to 2030/31;
- investment proposals which would achieve significant benefits within the borough; and
- 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.

Liberal Democrat Alternative Capital Programme 2026/27 to 2030/31

3.2 The Liberal Democrats are proposing an adjustment to the Council's Capital Programme by directing capital resources to be allocated, prioritised and used to enable further investment of £0.500m in each of the five districts within the Borough, focussing on local priorities within the heart of the respective communities. The proposal builds on The One Oldham Fund, which is in the current Capital Programme; £4.4m for community regeneration schemes which includes £0.500m ear marked for each district. The original intention was that this would be spent in 2025/26, this has not happened and the proposed expenditure (and the grant that funds the expenditure) has been slipped into 2026/27. Grant applications are currently being considered and the bulk of the expenditure/work will now happen in 2026/27. Supplementing and extending the programme into 2027/28 will facilitate larger and more ambitious projects within the districts.

3.3 Secondly, the Liberal Democrats propose an adjustment to the Council's Capital Programme whereby long term prudential borrowing (25 years) of £3.000m will be used to create the

capital resources to increase capacity in Temporary Accommodation which will reduce the need for the Council to require the current number of expensive Hotel and B&B provisions. This adjustment is to fund the purchase of sites/properties or the refurbishment or adaption of the Council's surplus assets to increase provision and create revenue savings within temporary accommodation. The proposal will be utilising capital investment to create revenue savings which the Liberal Democrats see as a main priority for the Capital Strategy. Given the nature of capital works any future revenue savings associated with Temporary Accommodation are unlikely to benefit the financial year 2026/27 but will impact future years which could potentially be from 2027/28. However, given the recent trend in temporary accommodation the Liberal Democrats see this as essential and urgently required to reduce expenditure in this area, and more importantly help those residents of the borough effected by this national housing crisis.

Summary of Capital Investment Proposals

3.4 The £2.500m capital investment in District projects in 2027/28 will be financed by redeploying resources from within the current capital programme, all allocated to the same financial year as follows:

- £1.500m form the Social Care General Provision in the same year, this leaves £2.37m in 27/28 and £5.37m in total over the two years 2026/27 and 2027/28)
- £0.500m switch from the IT Data theme 3, leaving £1.586m in 27/28 and £2.128m in total, and
- Utilise £0.500m from the funds for emerging priorities, this leaves £0400m in 27/28 and £4.5m in total over the life of the programme.

3.5 The £3.000m planned Capital Investment in the increased capacity of Temporary Accommodation in 2026/27 will be financed by Prudential Borrowing, the repayment of which will be paid for in the long term via the savings in the temporary accommodation costs which are currently putting substantial pressures on the revenue side of the Council's budget. Repayment of the borrowing commences in the year following the assets being commissioned i.e. 2028/29 for an asset delivered and brought into use in 2027/28. In this way, with the asset being operational the first call on the savings realised will be the repayment of the loan.

3.6 The table below summarises the Liberal Democrats Alternative Capital Programme and the call on the Fund for Emerging Priorities. The proposal is a re-prioritisation of existing resources, all within the dame financial year and all of which are fully funded in the current Capital Programme and as such there are no revenue implications arising.

Table 1 - Liberal Democrats Alternative Capital Programme 2026/27 to 2030/31

Capital Proposals	2026/27 £k	2027/28 £k	2028/29 £k	2029/30 £k	2030/31 £k	Total £k
Resources - Re-Allocation						
A. Extended District Investment Programme		2500				**2500**
B. Temporary Accommodation	3,000					
Funded By:						
Social Care - General Provision (scheme A)		-1500				**-1500**
IT- Data Theme 3 (scheme A)		-500				**-500**
Fund for Emerging Priorities (scheme A)		-500				**-500**
Prudential Borrowing (scheme B)	-3,000					
Total Resources Movement	**0**	**-2,500**	**0**	**0**	**0**	**-2,500**
Movement in Funding						
Fund for Emerging Priorities - Capital Strategy	0	-902	-2,506	0	-1,592	**-5,000**
Total Funding	**0**	**-902**	**-2,506**	**0**	**-1,592**	**-5,000**
Proposals						
Extended District Investment Programme	0	500				**500**
Balance of Fund for Emerging Priorities	**0**	**-402**	**-2,506**	**0**	**-1,592**	**-4,500**

The Liberal Democrat Alternative Revenue Budget 2026/27 to 2027/28

Investment Proposals

3.7 The Liberal Democrats are proposing a range of additional budget reduction proposals for 2026/27 which will make £0.500m available for investment with a further £0.140m in 2027/28 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.

Youth Services (£0.150m in 2026/27 and an additional £0.075m in 2027/28)

3.8 Investment in youth services is a Liberal Democrat priority. The proposal is to increase the revenue budget for the Youth Service by £0.150m in 2026/27, with a further investment of £0.075m for 2027/228. 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 (£0.125m in 2026/27 and an additional £0.065m in 2027/28)

3.9 An investment of £0.125m in 2026/27 and £0.065m in 2027/28 is proposed to support measures aimed at reducing crime and improving safety for the residents of the Borough.

Recreational and Green Spaces (£0.140m in 2026/27 and an additional £0.070m in 2027/28)

3.10 A sum of £0.140m to support and promote recreation and enhance green spaces in 2026/27, with an additional £0.070m in 2027/28.

Capital Financing Costs (£0.213m in 2028/29)

3.11 As outlined in sections 3.3 and 3.5, the capital proposal to invest £3.000m in temporary accommodation will be financed by Prudential Borrowing, at current interest rates, based on a loan term of 25 years the annual repayment will be £0.231m, the repayment of which will commence in the year following the asset going live. In the most optimistic scenario whereby all the projects would be completed and commissioned in 2027/28, repayment of the full borrowing would commence in 2028/29 and would be the first call against savings generated from reduced reliance on hotels and B and B's etc.

4. Liberal Democrat Alternative Budget Reduction Proposals

4.1 The Liberal Democrats are proposing a range of challenging budget reduction proposals, totalling £0.640m across 2026/27 (£0.500m) and 2027/28 (£0.140m), 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 – Reduction in mileage budgets to reflect change in work practices (£0.020m)

4.2 The Liberal Democrats propose to reduce mileage budgets by £0.020m 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-BR1-202 – Reduction in Trade Union Facilities Time (£0.040m in 2026/27 with an additional £0.040m in 2027/28)

4.3 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 £0.080m which, due to the consultation required, would be achieved over 2 financial years resulting in a £0.040m saving in 2026/27 and a further £0.040m in 2027/28.

OPP-BR1-203 – Reduction in the Stationery Budget (£0.025m)

4.4 It is proposed that a budget reduction of £0.025m is implemented in 2026/27 in relation to the Stationery Budget in the belief that there is scope for a modest reduction in this area. Facilitated by the increase in home working and the relocation of a significant number of staff to the Spindles Office space, there is a reduced reliance on physical stationery and an increasingly 'paper-less' working environment. The purchase of remaining requirement for stationery 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 is being achieved through increased understanding of which items are required, volumes etc.

OPP-BR1-204 – Reduction in the training budget (£0.036m)

4.5 The proposal is a reduction in the training budget of £0.036m to be implemented in 2026/27. As evidenced in the Revenue Monitoring reports throughout the 2025/26 financial year the Council has significant vacant posts and following the recent VR process and a number of service restructures the number of staff has reduced further. The training budget totals approx. £0.240m and the proposal is to reduce by 15% at £0.036m. Alternative funding for Council staff training is available through schemes associated with the Apprentice Levy and learning opportunities with partners such as the GMCA. These opportunities will reduce and mitigate any impact on the proposal to reduce by the required £0.036m.

OPP-BR1-205 – Additional Vacancy Management Factor (£0.100m in 2026/27 and £0.100m in 2027/28)

4.6 It is noted that the Administration have chosen not to apply a vacancy factor to all mainstream employee budgets as part of the 2026/27 budget proposals. Whilst acknowledging the reduction in the number of staff employed by the Council over recent years and individual Services plans for restructures, it is still felt, given the level of posts currently vacant within the Council and on the assumption, backed up by monitoring throughout 2025/26 that a significant number of posts will become or will be held vacant during the financial year due to staff turnover and recruitment slippage. The Liberal Democrat proposal is therefore to continue this approach for 2026/27, albeit it a significantly reduced rate compared to previous years. It is therefore proposed that a budget reduction of £0.200m is implemented across 2026/27 (£0.100m) and 2026/27 (£0.100m). The calculation is based on the Council's salary budget less previously approved vacancy saving targets and forecast essential agency spend.

Delayed Delivery of Unachieved 2025/26 (Amber and Red) Budget Reductions (£0.279m in 2026/27)

4.7 As at month 9 there were 2025/26 Amber and Red budget reductions, with a total value £3.164m which were therefore judged to be unachievable for budget setting purposes and Directorate budgets for 2026/27 will be adjusted accordingly. With continued effort and management action it is estimated that £1.369 is still achievable in 2026/27. The Liberal Democrat proposal is that 20% of the available sum (£0.279m) is top sliced and used to contribute to the funding of the range of revenue investment proposal outlined in sections 3.7 to 3.11 with the balance of £1.116m to be retained centrally and used to create either a reserve or an additional revenue contingency to address resilience and volatility.

Summary

4.8 After considering all investment and savings proposals there is a balanced position as can be seen in Appendix A.

5. Items for Future Consideration

Explore shared services and staff with other GM local authorities.

5.1 Oldham Council has a reliance on agency staff in a number of areas, including but not limited to building control, planning and environmental health. A similar issue exists in other GM local authorities. We propose that a shared staffing model should be explored, potentially working through the Greater Manchester Combined Authority, which would allow for more flexibility for staff working through an "agency-style" model, but under local authority control. This would mean that services would remain locally managed, ensuring that priorities and expenditure would be controlled at the point of decision, ensuring local control, but would deliver benefits of shared staffing in reducing agency spend.

Use solar energy to cut revenue costs.

5.2 Oldham Council has committed to a net-zero target for its Council buildings, which it should already have hit, although information on whether or not it has achieved this will not be delivered until later this year. Solar energy will deliver revenue savings to the Council as well as environmental benefits. The Liberal Democrats believe a full cost-benefit analysis of potential projects and savings should be brought forward to scrutiny as soon as possible.

Hire out office space externally.

5.3 With the Council offices now settled in Spindles, the Council should be in a position to make a clear assessment of their demand for and use of office space in the town centre. The Council has continued to take advantage of the increased capability for flexible working, such as working from home and virtual meetings, which means that there should be capacity for the Council to hire out its meeting room space, including the modern facilities in the Spindles, longer-term proposals for Henshaw House and to maximise opportunities at satellite buildings and Town Halls.

Local Spending

5.4 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.

5.5 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 60% target has not been meet. Sadly, the position does appear to be materially improving, against the current corporate target of 55%, 52.9% was reported for the final quarter of 2024/25 and 53.1% for the first quarter of 2024/25 (the last time the indicator was included in the Corporate Performance report). Clearly work needs to continue to meet the stated criteria.

6. Review of Previous Liberal Democrat Budgets

6.1 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. A review of entitlement to the Essential Car Allowance and other transport related policies
2. business cases for development of Health Centres in Shaw (now built) and Saddleworth (working group formed);
3. revenue savings from review of the communications budget;
4. development of in-house provision of residential placements for children;
5. income targets with regard to Section 38 and Section 278 inspections within the Highways service;
6. levels of expenditure within Training budgets;
7. a variable lighting strategy in relation to street lighting;
8. increasing the Council Tax Premium on Empty properties.

6.2 Previous reports have acknowledged the continued pressure within Children's Social Care and the ever increasing cost and demand for Out of Borough Residential Placements.

Acknowledging the work undertaken to date to create Council owned and manged residential homes. The Liberal Democrats note the ongoing review of the provision, taking into account assessments of the delivery process and it is once again disappointing to note further delays in delivery of the third home, with opening now expected in September 2027. Given continued overspending in Children's Social Care over successive years, further reduction in this pressure is essential if the Council is to avoid another year of overspending in this directorate. The remaining placements must be delivered on time, and sufficient priority put on taking this provision forward, otherwise the Council faces further years of overspending and risks an untenable use of reserves.

7. Options/Alternatives

7.1 With regard to the consideration of the Liberal Democrat's alternative Capital Programme for 2026/27 to 203/31, revenue investment proposals and revenue savings proposals for 2026/27 to 2027/28, the options available to the Scrutiny Board are to:

- Accept and recommend to Cabinet all of the recommendations of the report.
- Accept and recommend to Cabinet some of the recommendations of the report and reject others.
- Reject all of the recommendations of the report.

8. Preferred Option

8.1 The preferred option is that the Scrutiny Board accepts all of the recommendations.

9. Consultation

9.1 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.

10. Appendices

10.1 Appendix A: Summary of Alternative Budget Proposals.
Appendix B: Business Cases 1 to 5 for Alternative Budget Reduction Proposals.

Summary of Alternative Budget Proposals **APPENDIX A**

Proposal Reference	Proposal Name	Responsible Officer	2026/27 £000	FTE Impact 2026/27	2027/28 £000	FTE Impact 2027/28	Cumulative Budget Impact £000	EIA Required?
Alternative Budget: Capital Investment Proposals								
Investment Proposals:								
A	Additional Investment in Districts				2,500		**2,500**	No
B	Investment in Temporary Accommodation		3,000				**3,000**	No
Total Cost of Alternative Capital Programme			**3,000**	**0**	**2,500**	**0**	**5,500**	
Funded by:								
A	Reprioritisation of financing of existing approved capital schemes				(2,500)		**(2,500)**	
B	Prudential Borrowing		(3,000)				**(3,000)**	
Total Funding			**(3,000)**	**0**	**(2,500)**	**0**	**(5,500)**	
Balance			**0**	**0**	**0**	**0**	**0**	
Alternative Budget: Revenue Budget Proposals								
Revenue Investment Proposals								
	Youth Services		150		75		**225**	No
	Investment in Crime and Safety		125		65		**190**	No
	Recreational and Green Spaces		140		70		**210**	No
	Financing Costs from Temporary Accommodation- Commence 2028/29		0				**0**	No
Total Revenue Budget Investment Proposals			**415**	**0**	**210**	**0**	**625**	
Alternative Budget Reduction Proposals								
OPP-BR1-201	Reduction in mileage budgets to reflect change in work practices	Corporate	(20)	0	0	0	**(20)**	No
OPP-BR1-202	Reduction in the subsidisation of Trades Union facilities time	Corporate	(40)	(1.65)	(40)	0	**(80)**	Yes
OPP-BR1-203	Reduction in stationery purchased and photocopying	Corporate	(25)	0	0	0	**(25)**	No
OPP-BR1-204	Reduction in the Training Budget given the level of vacancy posts and reduction in staff.	Corporate	(36)	0	0	0	**(36)**	No
OPP-BR1-205	Vacancy Management Factor	Corporate	(100)	0	(100)	0	**(200)**	No
Not Required	Delayed delivery of unachievable 2025/26 Budget Reductions	Corporate	(279)				**(279)**	No
Total Budget Reduction Suggestions			**(500)**	**(1.65)**	**(140)**	**0**	**(640)**	
Surplus Budget/Total FTE Impact			**(85)**	**(1.65)**	**70**	**0**	**(15)**	

Appendix B

Business Cases for Alternative Budget Reduction Proposals

Budget reductions

BUDGET DELIVERY PLAN 2026/27 & 2027/28

Liberal Democrat Proposal: OPP-BR1-201 Reduction in mileage budgets to reflect changes in work practices

Corporate Services

DATE COMPLETED:30/1/2026

VERSION 1.0

1. Saving Proposal Title and Description

Project Title: Reduction in mileage budgets to reflect changes in work practices
Reference Number: OPP- BRI-201 (26-27)
Directorate: Resources
Service: HR and OD
Project Description: To reduce mileage budgets by £0.020m across the Council, excluding Adult Social Care and Children's Social Care cost centres practices

---

2. Sponsor, Lead and Key Stakeholders

Senior Accountable Officer: TBC
Delivery Lead: TBC
Opposition Cabinet Member: Cllr S. Al-Hamdani
Finance Manager: Andy Cooper
HR Business Partner: Eleanor Devlin
Other internal stakeholders: All services with a mileage allowance budget

Key External Stakeholders:

1. Who
    - N/A

---

3. Scope and Purpose

Project Scope:
The Liberal Democrats propose to reduce mileage budgets by £0.020m across the Council, excluding Children's and Adults social care.

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 reduced workforce, 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.

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4. Objectives and Deliverables

Objectives:

1. To deliver budget reductions to deliver a robust and balanced Liberal Democrat Opposition Budget for the Council in 2026/27

Deliverables:

1. Reduce the appropriate budgets on a pro rata basis to achieve the required reduction.

---

5. Key Actions and Milestones

In the table below, include actions and steps required to deliver the saving, address findings from the EIA, address risks etc. Consider – resourcing and creation of project team, finalisation of project plans, consultation actions, providing notice to contractors/employees/stakeholders, date from when savings start accruing, re-procurement requirements, finalisation of EIA, training of internal resources.

Overarching timeline:

Week	Date	Delivery Milestone / Action	Delivery Owner
1	5 Feb 2026	Governance, Resources and Strategy Scrutiny Board review of Opposition budget reduction proposal	
2	4 Mar 2026	Council approval of budget reduction proposals at Budget Council meeting	
3	1 Apr 2026	Implementation of budget reduction proposals – reduce budgets	
4	June 2026	Review of delivery of budget reductions in line with revenue budget monitoring processes	

NB: For 2026/27 savings, the timetable above needs to start now to impress the need to progress actions from the earliest opportunity. Clearly for some savings they will include actions both leading up to and beyond year end.

---

6. Budget and Financial Overview

Budgets subject to saving:

- **Savings to be achieved:** *Explain what will generate the saving, e.g. reducing staffing cost, by income/expense type*
- **Controllable Base Budget:** *Set out the controllable base budgets from which the saving will be taken in the table below*

Cost Centre	Cost Centre Description	Account Code	Account Description	2025/26 Base Budget £000	2026/27 Saving £000	2027/28 Saving £000	Residual Base Budget £000
Various	Various	R3600	Mileage	80	(20)	0	(60)

Cost of delivery: *Set out any incremental direct costs which will be incurred, breakdown, calculations etc. Clarify whether one-off or ongoing. Include any grants that will be used to offset or fund these.*

Description	One-off/ ongoing?	2026/27 Cost £000	2027/28 Cost £000
N/A			

Key assumptions in calculating the saving:

- Reduction based on historical based on last two years actuals, actuals to date in 2025/26 and the projection for the remainder of the 2025/26 financial year.

Financial Management:

- How will the value of the saving actually achieved, or forecast be measured and demonstrated as saved?
    - Budgets will be reduced 1 April 2026. Achievability will be assessed in line with revenue budget monitoring timetable and reporting to Financial Sustainability Steering Group.
- What is the impact on the saving if any issues (e.g. trade union and staff consultation processes) delay implementation (or key aspects thereof at greater risk) by a month? Set out how this would be mitigated if this were to happen.
    - N/A
- Any key financial/operational controls required to assure/support the saving?
    - Communication of reduction to individual Directorates for 2026/27

7. Communications/Engagement Plan

To discuss and address:

- Staff consultation, N/A
- Public consultation, N/A
- Third party engagement N/A
- Other N/A

---

8. Risk Management Plan

	Potential Risk	Mitigation Strategy	Risk Owner
1	Expenditure exceeds the reduced budgeted amount	Regular review and monitoring by the relevant Services.	
2			
3			
4			

The risks will be identified and monitored as follows:

- Included as part of individual services monthly budget monitoring

NB - Mitigation needs focus on prevention, not just cure, of the risk and be actively managed and pursued from the outset.

---

9. Deliverability Rating and conclusion:

Deliverability rating out of 10: Green
RAG rating (1-3 green, 4-6 amber, 7+ red):
Rationale for the rating given:

- Based on actual activity evidenced in current and previous financial year

What needs to happen to turn this rating to low risk / green?

- N/A

On balance, how do you justify and support the deliverability of this proposal if amber/red?

---

10. Dependencies and Impacts

The following issues are key dependencies for the success of the saving proposal.

Internal dependencies:

- Impact of Administration budget reduction RES-BR26-042 relating to essential car allowances and potential impact on mileage claims.

External dependencies:

- N/A

The following issues are key impacts from the delivery of the saving proposal.
Internal impacts:

- N/A

External impacts:

- N/A

Resident impacts:

- N/A.

---

11. Resource Requirements (non-finance related):

Resources:

No additional resources required

- List out internal staffing resources required to deliver the saving.
- Support required from other directorates/central services.
- Support required from corporate transformation team
- External support required
- List any non-staffing resources required

---

12. Legal and Compliance Considerations:

Is this proposal STATUTORY DUTY / MANDATORY / DISCRETIONARY / OTHER?

Discretionary

Applicable Laws and Regulations:

- HR Policies
- Employee Terms and Conditions

Measures to ensure compliance with the above in delivering the saving:

- n/a.

13. Project Closure Criteria:

Completion Criteria:

- Mileage claims for the full financial year are contained within the reduced budget.

14. Appendices:

List and attach/provide any additional documentation or workings in support of this proposal:

N/A

BUDGET DELIVERY PLAN 2026/27 & 2027/28

Liberal Democrat Proposal: OPP-BR1-202 Reduction in the Subsidisation of Trades Union Facility Time

Corporate Services

DATE COMPLETED:30/1/2026

VERSION 1.0

OFFICIAL

1. Saving Proposal Title and Description

Project Title: Reduce the subsidisation of Trades Union Facility Time
Reference Number: OPP- BR1-202 (26-27)
Directorate: Resources
Service: HR and OD
Project Description: The Liberal Democrats are proposing the Council reduces it subsidisation of trade union support following a reduction in membership

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2. Sponsor, Lead and Key Stakeholders

Senior Accountable Officer: TBC
Delivery Lead: TBC
Opposition Cabinet Member: Cllr S Al-Hamdani
Finance Manager: Andy Cooper
HR Business Partner: Eleanor Devlin
Other internal stakeholders: N/A

Key External Stakeholders:

1. Trade Unions (Unison, GMB, Unite)
    - Recipients of resources and staff time to

---

3. Scope and Purpose

Project Scope:
The Council, in accordance with the National Agreement on Pay and Conditions of Service, recognises 3 unions for Local Government Services employees (4.09 FTE) 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; 500 as at October 2025 compared to 527 as at April 24 and 539 12 months prior at April 2023 (based on members paying by salary deduction). This would result in a reduction of approximately 38% of the base budget resulting in a total saving £0.080m 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.
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4. Objectives and Deliverables

Objectives:

1. To deliver budget reductions to deliver a robust and balanced Liberal Democrat Opposition Budget for the Council in 2026/27

Deliverables:

1. Reduce the subsidisation of Trades Union Facility Time, including a 1.65 FTE reduction in the staff time allocated to assist with Union duties.

---

5. Key Actions and Milestones

In the table below, include actions and steps required to deliver the saving, address findings from the EIA, address risks etc. Consider – resourcing and creation of project team, finalisation of project plans, consultation actions, providing notice to contractors/employees/stakeholders, date from when savings start accruing, re-procurement requirements, finalisation of EIA, training of internal resources.

Overarching timeline:

Week	Date	Delivery Milestone / Action	Delivery Owner
1	5 Feb 2026	Governance, Resources and Strategy Scrutiny Board review of Opposition budget reduction proposal	
2	4 Mar 2026	Council approval of budget reduction proposals at Budget Council meeting	
3	31 Jul 26	Completion of Consultation	
3	1 Sep 2026	Implementation of budget reduction proposals – reduce budgets	
4	1 Oct 2026	Periodic review of delivery of budget reductions in line with revenue budget monitoring processes	

NB: For 2026/27 savings, the timetable above needs to start now to impress the need to progress actions from the earliest opportunity. Clearly for some savings they will include actions both leading up to and beyond year end.

6. Budget and Financial Overview

Budgets subject to saving:

- **Savings to be achieved:** *Explain what will generate the saving, e.g. reducing staffing cost, by income/expense type*
- **Controllable Base Budget:** *Set out the controllable base budgets from which the saving will be taken in the table below*

Cost Centre	Cost Centre Description	Account Code	Account Description	2025/26 Base Budget £000	2026/27 Saving £000	2027/28 Saving £000	Residual Base Budget £000
11711	Trade Union Facilities	Various	Various	213	(40)	(40)	133

Cost of delivery: *Set out any incremental direct costs which will be incurred, breakdown, calculations etc. Clarify whether one-off or ongoing. Include any grants that will be used to offset or fund these.*

Description	One-off/ ongoing?	2026/27 Cost £000	2027/28 Cost £000
N/A			

Key assumptions in calculating the saving:

- Reduction based on last two years actuals, actuals to date in 2025/26 and the projection for the 2025/26 financial year.

Financial Management:

- How will the value of the saving actually achieved, or forecast be measured and demonstrated as saved?
    - By reducing the amount of staff time made available to the Unions from the current 4.09 to 2.44 .
- What is the impact on the saving if any issues (e.g. trade union and staff consultation processes) delay implementation (or key aspects thereof at greater risk) by a month? Set out how this would be mitigated if this were to happen.
    - Delivery will require consultation with the three unions who benefit from the current time/ resource allocation, the delivery of the reduction is phased in equal proportions over the next two financial years
    - Budgets will be reduced 1 April 2026. Achievability will be assessed in line with revenue budget monitoring timetable and reporting to Financial Sustainability Steering Group.

- Any key financial/operational controls required to assure/support the saving?
    - Union agreement to the proposed reduction

7. Communications/Engagement Plan

To discuss and address:

- Staff consultation, N/A
- Public consultation, N/A
- Third party engagement – Trade Unions
- Other N/A

---

8. Risk Management Plan

	Potential Risk	Mitigation Strategy	Risk Owner
1	Failure to agree the reduced resource allocation	Evidence based Consultation/ negotiation	
2	Expenditure exceeds the reduced budget allocation	Regular review and monitoring of expenditure	
3			
4			

The risks will be identified and monitored as follows:

- Included as part of individual services monthly budget monitoring

NB - Mitigation needs focus on prevention, not just cure, of the risk and be actively managed and pursued from the outset.

---

9. Deliverability Rating and conclusion:

Deliverability rating out of 10: Amber
RAG rating (1-3 green, 4-6 amber, 7+ red):
Rationale for the rating given:

- Based on actual activity evidenced in current and previous financial year and the need to consult on the reduction

What needs to happen to turn this rating to low risk / green?

- Unions agreement to the proposed reduction

On balance, how do you justify and support the deliverability of this proposal if amber/red?

- Based on falling membership over a number of years there is a strong evidence based argument to support the proposed reduction

10. Dependencies and Impacts

The following issues are key dependencies for the success of the saving proposal.
Internal dependencies:

- Successful negotiation of reduction with Trade Unions.

External dependencies:

- N/A

The following issues are key impacts from the delivery of the saving proposal.
Internal impacts:

- N/A

External impacts:

- N/A

Resident impacts:

- N/A.

11. Resource Requirements (non-finance related):

Resources:

No Additional Resources Required

- List out internal staffing resources required to deliver the saving.
- Support required from other directorates/central services.
- Support required from corporate transformation team
- External support required
- List any non-staffing resources required

12. Legal and Compliance Considerations:

Is this proposal STATUTORY DUTY / MANDATORY / DISCRETIONARY / OTHER?

Applicable Laws and Regulations:

- National Agreement on Pay and Conditions of Service.

- Trade Union and Labour Relations (Consolidation) Act 1992,
- ACAS Code of Practice 'Time off for Trade Union Duties and Activities'

Measures to ensure compliance with the above in delivering the saving:

- Negotiation of reduced resource allocation

---

13. Project Closure Criteria:

Completion Criteria:

- How will you know when the saving has been delivered/completed successfully?
    - Expenditure for the full financial year contained within the reduced budget allocation
- Is there a clear end point when all implementation activity should be complete?
    - Conclusion of consultation

---

14. Appendices:

List and attach/provide any additional documentation or workings in support of this proposal:

1. N/A

BUDGET DELIVERY PLAN 2026/27 & 2027/28

Liberal Democrat Proposal: OPP-BR1-203 Reduction in the Stationery Budget

Corporate Services

DATE COMPLETED:30/1/2026

VERSION 1.0

OFFICIAL

1. Saving Proposal Title and Description

Project Title: Reduction in the Stationery Budget Reference Number: OPP- BR1-203 (26-27)
Directorate: Resources
Service: HR
Project Description: The Liberal Democrats are proposing a modest reduction in the Council wide stationery budget

---

2. Sponsor, Lead and Key Stakeholders

Senior Accountable Officer: TBC
Delivery Lead: TBC
Opposition Cabinet Member: Cllr S. Al-Hamdani
Finance Manager: Andy Cooper
HR Business Partner: Eleanor Devlin
Other internal stakeholders: N/A

Key External Stakeholders:

1. Who
    - N/A

---

3. Scope and Purpose

Project Scope:

It is proposed that a budget reduction of £0.010m is implemented in 2026/27 in relation to the Stationery Budget in the belief that there is scope for a modest reduction in this area. Facilitated by a reduced workforce, the increase in home working and the relocation of a significant number of staff to the Spindles Office space, there is a reduced reliance on physical stationery and an increasingly 'paper-less' working environment.

The purchase of remaining requirement for stationery 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 is being achieved through increased understanding of which items are required, volumes etc.

---

4. Objectives and Deliverables

Objectives:

1. To deliver budget reductions to deliver a robust and balanced Liberal Democrat Opposition Budget for the Council in 2026/27

Deliverables:

1. Reduce the appropriate budgets on a pro rata basis to achieve the required reduction.

---

5. Key Actions and Milestones

In the table below, include actions and steps required to deliver the saving, address findings from the EIA, address risks etc. Consider – resourcing and creation of project team, finalisation of project plans, consultation actions, providing notice to contractors/employees/stakeholders, date from when savings start accruing, re-procurement requirements, finalisation of EIA, training of internal resources.

Overarching timeline:

Week	Date	Delivery Milestone / Action	Delivery Owner
1	5 Feb 2026	Governance, Resources and Strategy Scrutiny Board review of Opposition budget reduction proposal	
2	4 Mar 2026	Council approval of budget reduction proposals at Budget Council meeting	
4	1 Apr 2026	Implementation of budget reduction proposals – reduce budgets	
5	1Apr 2026	Periodic review of delivery of budget reductions in line with revenue budget monitoring processes	

NB: For 2026/27 savings, the timetable above needs to start now to impress the need to progress actions from the earliest opportunity. Clearly for some savings they will include actions both leading up to and beyond year end.

---

6. Budget and Financial Overview

Budgets subject to saving:

- **Savings to be achieved:** *Explain what will generate the saving, e.g. reducing staffing cost, by income/expense type*
- **Controllable Base Budget:** *Set out the controllable base budgets from which the saving will be taken in the table below*

Cost Centre	Cost Centre Description	Account Code	Account Description	2025/26 Base Budget £000	2026/27 Saving £000	2027/28 Saving £000	Residual Base Budget £000
Various	Various	R44308	Various	76	(10)		66

Cost of delivery: *Set out any incremental direct costs which will be incurred, breakdown, calculations etc. Clarify whether one-off or ongoing. Include any grants that will be used to offset or fund these.*

Description	One-off/ ongoing?	2026/27 Cost £000	2027/28 Cost £000
N/A			

Key assumptions in calculating the saving:

- Reduction based on last two years actuals, actuals to date in 2025/26 and the projection for the 2025/26 financial year.

Financial Management:

- How will the value of the saving actually achieved, or forecast be measured and demonstrated as saved?
    - Budgets will be reduced 1 April 2026. Achievability will be assessed in line with revenue budget monitoring timetable and reporting to Financial Sustainability Steering Group.
- What is the impact on the saving if any issues (e.g. trade union and staff consultation processes) delay implementation (or key aspects thereof at greater risk) by a month? Set out how this would be mitigated if this were to happen.
    - N/A
- Any key financial/operational controls required to assure/support the saving?
    - Communication of reduction to individual Directorates for 2026/27

7. Communications/Engagement Plan

To discuss and address:

- Staff consultation, N/A
- Public consultation, N/A
- Third party engagement N/A
- Other N/A

---

8. Risk Management Plan

	Potential Risk	Mitigation Strategy	Risk Owner
1	Expenditure exceeds the reduced budgeted amount	Regular review and monitoring by the relevant Services.	
2			
3			
4			

The risks will be identified and monitored as follows:

- Included as part of individual services monthly budget monitoring

NB - Mitigation needs focus on prevention, not just cure, of the risk and be actively managed and pursued from the outset.

---

9. Deliverability Rating and conclusion:

Deliverability rating out of 10: Green
RAG rating (1-3 green, 4-6 amber, 7+ red):
Rationale for the rating given:

- Based on actual activity evidenced in current and previous financial year

What needs to happen to turn this rating to low risk / green?

- N/A

On balance, how do you justify and support the deliverability of this proposal if amber/red?

---

10. Dependencies and Impacts

The following issues are key dependencies for the success of the saving proposal.

OFFICIAL

Internal dependencies:

- N/A

External dependencies:

- N/A

The following issues are key impacts from the delivery of the saving proposal.
Internal impacts:

- N/A

External impacts:

- N/A

Resident impacts:

- N/A.

---

11. Resource Requirements (non-finance related):

Resources:

No additional resources required

- List out internal staffing resources required to deliver the saving.
- Support required from other directorates/central services.
- Support required from corporate transformation team
- External support required
- List any non-staffing resources required

---

12. Legal and Compliance Considerations:

Is this proposal STATUTORY DUTY / MANDATORY / DISCRETIONARY / OTHER?

DISCRETIONARY

Applicable Laws and Regulations:

- N/A

Measures to ensure compliance with the above in delivering the saving:

- N/A.

---

13. Project Closure Criteria:

Completion Criteria:

- Stationary expenditure for the full financial year is contained within the reduced budget allocation.

---

14. Appendices:

List and attach/provide any additional documentation or workings in support of this proposal:

1. Appendix A –N/A
2. Appendix B – N/A

BUDGET DELIVERY PLAN 2026/27 & 2027/28

Liberal Democrat Proposal: OPP-BR1-204 Reduction in the Training Budget

Corporate Services

DATE COMPLETED:30/1/2026

VERSION 1.0

Oldham Council

1. Saving Proposal Title and Description

Project Title: Reduction in the Training Budget
Reference Number: OPP-BRI-204 (26-27)
Directorate: Resources
Service: HR and OD
Project Description: The Liberal Democrats are proposing a reduction in the training budget

---

2. Sponsor, Lead and Key Stakeholders

Senior Accountable Officer: TBC
Delivery Lead: TBC
Opposition Cabinet Member: Cllr S Al-Hamdani
Finance Manager: Andy Cooper
HR Business Partner: Eleanor Devlin
Other internal stakeholders: N/A

Key External Stakeholders:

1. Who
    - N/A

---

3. Scope and Purpose

Project Scope:
The Liberal Democrats propose to make a permanent reduction in the training budget of £0.036m (15%) to be implemented in 2026/27. Following the VR process, as can be seen from the Revenue Monitoring reports throughout the 2025/26 financial year the Council has a significant number of vacant posts.

Alternative funding for Council staff training is available through schemes associated with the Apprentice Levy and learning opportunities with partners such as the GMCA. These opportunities will reduce and mitigate any impact on the proposal.

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

---

4. Objectives and Deliverables

Objectives:

1. To deliver budget reductions to deliver a robust and balanced Liberal Democrat Opposition Budget for the Council in 2026/27

Deliverables:

1. Reduce the appropriate budgets on a pro rata basis to achieve the required reduction.

---

5. Key Actions and Milestones

In the table below, include actions and steps required to deliver the saving, address findings from the EIA, address risks etc. Consider – resourcing and creation of project team, finalisation of project plans, consultation actions, providing notice to contractors/employees/stakeholders, date from when savings start accruing, re-procurement requirements, finalisation of EIA, training of internal resources.

Overarching timeline:

Week	Date	Delivery Milestone / Action	Delivery Owner
1	5 Feb 2026	Governance, Resources and Strategy Scrutiny Board review of Opposition budget reduction proposal	
2	4 Mar 2026	Council approval of budget reduction proposals at Budget Council meeting	
4	1 Apr 2026	Implementation of budget reduction proposals – reduce budgets	
5	1Apr 2026	Periodic review of delivery of budget reductions in line with revenue budget monitoring processes	

NB: For 2026/27 savings, the timetable above needs to start now to impress the need to progress actions from the earliest opportunity. Clearly for some savings they will include actions both leading up to and beyond year end.

---

6. Budget and Financial Overview

Budgets subject to saving:

- **Savings to be achieved:** *Explain what will generate the saving, e.g. reducing staffing cost, by income/expense type*
- **Controllable Base Budget:** *Set out the controllable base budgets from which the saving will be taken in the table below*

Cost Centre	Cost Centre Description	Account Code	Account Description	2025/26 Base Budget £000	2026/27 Saving £000	2027/28 Saving £000	Residual Base Budget £000
11705	HR	R16190	Training	237	(36)		201

Cost of delivery: *Set out any incremental direct costs which will be incurred, breakdown, calculations etc. Clarify whether one-off or ongoing. Include any grants that will be used to offset or fund these.*

Description	One-off/ ongoing?	2026/27 Cost £000	2027/28 Cost £000
N/A			

Key assumptions in calculating the saving:

- Reduction based on last two years actuals, actuals to date in 2025/26 and the projection for the 2025/26 financial year.

Financial Management:

- How will the value of the saving actually achieved, or forecast be measured and demonstrated as saved?
    - Budgets will be reduced 1 April 2026. Achievability will be assessed in line with revenue budget monitoring timetable and reporting to Financial Sustainability Steering Group.
- What is the impact on the saving if any issues (e.g. trade union and staff consultation processes) delay implementation (or key aspects thereof at greater risk) by a month? Set out how this would be mitigated if this were to happen.
    - N/A
- Any key financial/operational controls required to assure/support the saving?
    - Communication of reduction to individual Directorates for 2026/27

7. Communications/Engagement Plan

To discuss and address:

- Staff consultation, N/A
- Public consultation, N/A
- Third party engagement N/A
- Other N/A

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8. Risk Management Plan

	Potential Risk	Mitigation Strategy	Risk Owner
1	Expenditure exceeds the reduced budgeted amount	Regular review and monitoring by the relevant Services.	
2			
3			
4			

The risks will be identified and monitored as follows:

- Included as part of individual services monthly budget monitoring

NB - Mitigation needs focus on prevention, not just cure, of the risk and be actively managed and pursued from the outset.

---

9. Deliverability Rating and conclusion:

Deliverability rating out of 10: Green
RAG rating (1-3 green, 4-6 amber, 7+ red):
Rationale for the rating given:

- Based on actual activity evidenced in current and previous financial year

What needs to happen to turn this rating to low risk / green?

- N/A

On balance, how do you justify and support the deliverability of this proposal if amber/red?

---

10. Dependencies and Impacts

The following issues are key dependencies for the success of the saving proposal.
Internal dependencies:

- N/A

External dependencies:

- N/A

The following issues are key impacts from the delivery of the saving proposal.
Internal impacts:

- N/A

External impacts:

- N/A

Resident impacts:

- N/A.

---

11. Resource Requirements (non-finance related):

Resources:
No additional resources required

- List out internal staffing resources required to deliver the saving.
- Support required from other directorates/central services.
- Support required from corporate transformation team
- External support required
- List any non-staffing resources required

---

12. Legal and Compliance Considerations:

Is this proposal STATUTORY DUTY / MANDATORY / DISCRETIONARY / OTHER?

Discretionary

Applicable Laws and Regulations:

- N/A

Measures to ensure compliance with the above in delivering the saving:

- N/A

---

13. Project Closure Criteria:

Completion Criteria:

- Expenditure for the full financial year is contained within the reduced budget allocation.

---

14. Appendices:

List and attach/provide any additional documentation or workings in support of this proposal:

1. Appendix A – N/A
2. Appendix B –N/A

BUDGET DELIVERY PLAN 2026/27 & 2027/28

Liberal Democrat Proposal: OPP-BR1-205
Vacancy Management Factor

Corporate Services

DATE COMPLETED:30/1/2026

VERSION 1.0

OFFICIAL

1. Saving Proposal Title and Description

Project Title: Vacancy Management Factor
Reference Number: OPP- BRI-205 (26-27)
Directorate: Corporate/ Council Wide
Service: Council Wide
Project Description: The Liberal Democrats are proposing to apply a modest vacancy management factor of £0.100m in each of 2026/27 and 2027/28

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2. Sponsor, Lead and Key Stakeholders

Senior Accountable Officer: TBC
Delivery Lead: TBC
Opposition Cabinet Member: Cllr S. Al-Hamdani
Finance Manager: Andy Cooper
HR Business Partner: Eleanor Devlin
Other internal stakeholders: All Portfolio Executive Directors, Directors and Assistant Directors responsible for Staffing Budgets

Key External Stakeholders:

1. Who
    - N/A

---

3. Scope and Purpose

Project Scope:
It is noted that the Administration have chosen not to apply a vacancy factor to all mainstream employee budgets as part of the 2026/27 budget proposals. Whilst acknowledging the reduction in the number of staff employed by the Council over recent years and individual Services plans for restructures it is felt, given the level of posts currently vacant within the Council and on the assumption, backed up by monitoring throughout 2025/26 that a significant number of posts will become or will be held vacant during the financial year due to staff turnover and recruitment slippage.

The Liberal Democrat proposal is therefore to continue this approach for 2026/27, albeit it a significantly reduced rate compared to previous years. It is therefore proposed that a permanent budget reduction of £0.200m is implemented across 2026/27 (£0.100m) and 2026/27 (£0.100m). The calculation is based on the Council's salary budget less previously approved vacancy saving targets and forecast essential agency spend.

4. Objectives and Deliverables

Objectives:

1. To deliver budget reductions to deliver a robust and balanced Liberal Democrat Opposition Budget for the Council in 2026/27

Deliverables:

1. Reduce the appropriate budgets on a pro rata basis to achieve the required reduction.

5. Key Actions and Milestones

In the table below, include actions and steps required to deliver the saving, address findings from the EIA, address risks etc. Consider – resourcing and creation of project team, finalisation of project plans, consultation actions, providing notice to contractors/employees/stakeholders, date from when savings start accruing, re-procurement requirements, finalisation of EIA, training of internal resources.

Overarching timeline:

Week	Date	Delivery Milestone / Action	Delivery Owner
1	5 Feb 2026	Governance, Resources and Strategy Scrutiny Board review of Opposition budget reduction proposal	
2	4 Mar 2026	Council approval of budget reduction proposals at Budget Council meeting	
4	1 Apr 2026	Implementation of budget reduction proposals – reduce budgets	
5	1Apr 2026	Periodic review of delivery of budget reductions in line with revenue budget monitoring processes	

NB: For 2026/27 savings, the timetable above needs to start now to impress the need to progress actions from the earliest opportunity. Clearly for some savings they will include actions both leading up to and beyond year end.

6. Budget and Financial Overview

Budgets subject to saving:

- **Savings to be achieved:** *Explain what will generate the saving, e.g. reducing staffing cost, by income/expense type*
- **Controllable Base Budget:** *Set out the controllable base budgets from which the saving will be taken in the table below*

Cost Centre	Cost Centre Description	Account Code	Account Description	2025/26 Base Budget £000	2026/27 Saving £000	2027/28 Saving £000	Residual Base Budget £000
Various	Council Wide	R1*	Pay- Basic/ NI/ Super	134,933	(100)	(100)	134,733

Cost of delivery: *Set out any incremental direct costs which will be incurred, breakdown, calculations etc. Clarify whether one-off or ongoing. Include any grants that will be used to offset or fund these.*

Description	One-off/ ongoing?	2026/27 Cost £000	2027/28 Cost £000
N/A			

Key assumptions in calculating the saving:

- Reduction based on last two years actuals, actuals to date in 2025/26 and the projection for the 2025/26 financial year, particularly in relation to staffing underspends generated by vacant posts/ delays in recruitment.

Financial Management:

- How will the value of the saving actually achieved, or forecast be measured and demonstrated as saved?
    - Budgets will be reduced 1 April 2026. Achievability will be assessed in line with revenue budget monitoring timetable and reporting to Financial Sustainability Steering Group.
- What is the impact on the saving if any issues (e.g. trade union and staff consultation processes) delay implementation (or key aspects thereof at greater risk) by a month? Set out how this would be mitigated if this were to happen.
    - N/A
- Any key financial/operational controls required to assure/support the saving?
    - Communication of reduction to individual Directorates for 2026/27

OFFICIAL

7. Communications/Engagement Plan

To discuss and address:

- Staff consultation, N/A
- Public consultation, N/A
- Third party engagement N/A
- Other N/A

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8. Risk Management Plan

	Potential Risk	Mitigation Strategy	Risk Owner
1	Expenditure exceeds the reduced budgeted amount	Regular review and monitoring of expenditure by the relevant service	
2	As above	Proactive management of vacancies, recruitment, non-essential temporary cover	
3			
4			

The risks will be identified and monitored as follows:

- Included as part of individual services monthly budget monitoring

NB - Mitigation needs focus on prevention, not just cure, of the risk and be actively managed and pursued from the outset.

---

9. Deliverability Rating and conclusion:

Deliverability rating out of 10: Green
RAG rating (1-3 green, 4-6 amber, 7+ red):
Rationale for the rating given:

- Based on actual activity evidenced in current and previous financial year

What needs to happen to turn this rating to low risk / green?

- N/A

On balance, how do you justify and support the deliverability of this proposal if amber/red?

---

10. Dependencies and Impacts

The following issues are key dependencies for the success of the saving proposal.
Internal dependencies:

- N/A

External dependencies:

- N/A

The following issues are key impacts from the delivery of the saving proposal.
Internal impacts:

- N/A

External impacts:

- N/A

Resident impacts:

- N/A.

---

11. Resource Requirements (non-finance related):

Resources:

No additional resources required

- List out internal staffing resources required to deliver the saving.
- Support required from other directorates/central services.
- Support required from corporate transformation team
- External support required
- List any non-staffing resources required

---

12. Legal and Compliance Considerations:

Is this proposal STATUTORY DUTY / MANDATORY / DISCRETIONARY / OTHER?

Discretionary

Applicable Laws and Regulations:

- N/A.

Measures to ensure compliance with the above in delivering the saving:

- N/A

13. Project Closure Criteria:

Completion Criteria:

- Expenditure is contained within the reduced Budget Allocation

14. Appendices:

List and attach/provide any additional documentation or workings in support of this proposal:

1. Appendix A – N/A
2. Appendix B – N/A

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Report to Cabinet

Revenue Monitor and Capital Investment Programme 2025/26
Quarter 3 – December 2025

Portfolio Holder: Councillor Abdul Jabbar MBE, Deputy Leader and Cabinet Member for Finance, Corporate Services and Sustainability

Officer Contact: Lee Walsh, Director of Finance

Report Author: Vickie Lambert, Finance Manager

23 February 2026

Reason for Decision

The report provides Cabinet with an update as at 31 December 2025 (Quarter 3) of the Council's 2025/26 forecast revenue budget position, the financial forecast of the Dedicated Schools Grant and the Housing Revenue Account (at Annex 1) alongside the financial position of the capital programme together with the revised capital programme 2025/26 to 2029/30 (at Annex 2).

Executive Summary

Revenue Position

The forecast adverse position for 2025/26 at the end of Quarter 3 is estimated to be £15.199m (£21.094m at the end of Quarter 2).

The details within this revenue monitoring report for Quarter 3 follows on from the Quarter 2 report previously presented and highlights any significant areas of concern which may not just impact on the current year, but also when preparing future budgets. A forecast adverse position based on the Quarter 3 revenue controllable budget is £15.199m which is a favourable movement of £5.894m from the position previously reported. The Council is currently exploring opportunities in conjunction with its external treasury advisors to look at our current policy on capitalising interest costs for assets under construction. This could generate a potential revenue adjustment to the Council which would reduce the forecast adverse variance for 2025/26. The outcome of this work will be reported to Cabinet in the Month 10 revenue monitoring report.

Since the last report was presented to this meeting, the implementation of the agreed enhanced controls has continued to have an impact on the forecast position resulting in the favourable movement between periods. It is expected that the position will continue to

improve as these agreed controls are embedded further. It is important that the organisation continues this work on mitigating and reducing the forecast revenue variance by the end of the financial year, limiting any unbudgeted use of reserves and protecting its financial resilience.

Given, the in-year financial position of the Council, the level of reserves available and the budgetary gaps reported within the Council's Medium Term Financial Strategy (MTFS), the recent publication of the Local Government Finance Settlement has provided some additional support to the Council as a result of the Fair Funding Review and the continuation of the Recovery Grant for another 3 years. Whilst this funding is welcomed, the Council must deliver within the financial resources allocated for 2026/27 onwards. The Council's strategy to transfer much needed resources to reserves to increase reserves is a positive movement in ensuring the organisations financial resilience over the medium term. Further details of the current estimated position is included at Annex 1.

Information on the forecast year end position of the Dedicated Schools Grant (DSG), and Housing Revenue Account (HRA) are also outlined in the report.

Capital Position

The report outlines the most up to date capital spending position for 2025/26 to 2029/30 for approved schemes. The revised Capital Programme budget for 2025/26 is £70.200m at the close of Quarter 3 which incorporates the changes made from the annual review of the programme. Actual expenditure to 31 December 2025 was £40.189m (57.25% of the forecast outturn).

Recommendations

That Cabinet:

1. Notes the contents of the report.
2. Notes the forecast revenue position at the end of Quarter 3 at £15.199m with further mitigations in place to reduce expenditure as detailed at Annex 1.
3. Approvers the potential redundancy costs in respect of the Environmental Services Redesign.
4. Notes the projected use of general revenue usable reserves during 2025/26.
5. Notes the forecast positions for the Dedicated Schools Grant and Housing Revenue Account.
6. Approves the revised Capital Programme for 2025/26 including the proposed virements and notes the forecast for the financial years to 2029/30 as at the end of Quarter 3 as outlined in Annex 2.

Revenue Monitor and Capital Investment Programme 2025/26 Quarter 3 – December 2025

1 Background

1.1 The Authority's 2025/26 revenue budget was approved by Council on 6 March 2025 at a sum of £322.928m to be met by Government grants, Council Tax and Business Rates. This report sets out the updated revenue financial position at the end of Quarter 3.

1.2 As the year progresses the monthly and outturn projections will reflect the evolving position of the impact of management actions put in place to mitigate in-year pressures, new developments and changes in the profile of planned expenditure and any additional grants that are announced from the Government.

2 Current Position

2.1 This revenue monitoring report for the period to the end of December 2025 highlights significant areas of concern which may not just impact on the current year, but also when preparing future budgets. A projected adverse position based on the Quarter 3 controllable budget is £15.199m, which is a favourable movement of £5.894m from the position previously reported. Close financial management continues at all levels of the organisation with early actions having been undertaken by the Executive Team to mitigate this position, to limit the impact on setting the budget for 2026/27 and reduce any unbudgeted use of general revenue reserves.

2.2 The main areas of concern identified within this monitoring report are:

- Adult Social Care forecasting an unfavourable position of £8.996m to the financial year end;
- Children's Services with an unfavourable position of £5.407m; and
- Place with an unfavourable position of £4.563m to the end of March 2026.

2.3 As detailed within the previous monitoring reports presented to this meeting, enhanced spending controls across recruitment and expenditure were implemented by Senior Leaders as a response to the significant adverse variances that have been reported this financial year. The impacts of these actions to date are included within this revenue forecast position and have had a positive impact on the adverse variance reported. The Council must continue its efforts to reduce the forecast variance by the year end to mitigate any potential impact on the 2026/27 budget.

2.4 At the Budget setting for 2025/26 a Budget proposal for Environmental Management Service of £0.455m was agreed. The delivery of this saving has been delayed however, the new structure is in the process of being implemented. The associated costs of redundancy and pension strain are outlined in Annex 1. The agreed saving in the Environment division which has resulted in the net reduction of 11.01fte from the current structure. The associated redundancy costs including pension strain would be a maximum of £0.449m with these costs met from the corporate budget identified for this purpose and is within the projected costs for the proposal.

2.5 The in-year deficit forecast position for the Dedicated Schools Grant at the end of Quarter 3 is £10.953m, which is an adverse movement of £0.887m compared to the position reported at Quarter 2. This would reduce to an overall deficit by the close of the financial year of £9.753m after the application of the DSG surplus at £1.182m held within usable reserves. Details of this position are included within Annex 1.

2.6 The Housing Revenue Account forecast shows a projected drawdown from the HRA reserve at the financial year end of £0.725m, with further details included in Annex 1.

2.7 The original Capital Programme for 2025/26 totalled £108.501m. The revised capital programme as at the end of Quarter 3 taking into account any approved carry forwards, approved new funding, new schemes and variations and proposed variations/ re-phasing as a result of the annual review gives projected revised expenditure of £70.200m. Actual expenditure at the end of Quarter 3 was £40.189m (57.25% of the forecast outturn). Further details of expenditure and schemes within the capital programme can be found in Annex 2.

3 Options/Alternatives

3.1 The options that Cabinet might consider in relation to the contents of this report are;

a) agree the recommendations
b) to not agree the recommendations and propose alternative forecasts

4 Preferred Option

4.1 The preferred option is that Cabinet considers the forecasts and changes within this report; option (a) at 3.1.

5 Consultation

5.1 Consultation with the services within the Council and the Director of Finance.

6 Financial Implications

6.1 The full financial implications are detailed in the report.

7 Legal Services Comments

7.1 There are no legal issues at this time.

8 Co-operative Agenda

8.1 Improving the quality and timeliness of the financial information available to citizens of Oldham supports the co-operative ethos of the Council.

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

9 Human Resources Comments

9.1 There are no Human Resource implications as a result of the budget monitoring reports directly.

10 Risk Assessments

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

11 IT Implications

11.1 There are no IT implications.

12 Property Implications

12.1 There are no Property implications.

13 Procurement Implications

13.1 There are no Procurement implications.

14 Environmental and Health & Safety Implications

14.1 There are no Environmental and Health and Safety implications.

15 Equality, Community Cohesion and Crime Implications

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

16 Implications for Children and Young People

16.1 There are no direct implications for Children and Young People

17 Equality Impact Assessment Completed

17.1 An equality impact assessment has been included at Annex 3.

18 Key Decision

18.1 Yes

19 Key Decision Reference

19.1 FCR-19-25

20 Background Papers

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

File Ref: Revenue Background Papers are contained in Annex 1 including, Appendices 1
Officer Name: Lee Walsh and Vickie Lambert
Contact: lee.walsh@oldham.gov.uk / Vickie.lambert@oldham.gov.uk

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

Officer Name: James Postle
Contact No: james.postle@oldham.gov.uk

21 Appendices

Annex 1 **Revenue Budget Monitoring Report 2025/26 Quarter 3 - December 2025**

Appendix 1 2025/26 Directorate Summary Financial Positions at 31 December 2025

Annex 2 **Capital Investment Programme Report 2025/26 Month 9 – December 2025**

Appendix A SUMMARY – Month 9 - Community Health & Adult Social Care
Appendix B SUMMARY – Month 9 - Children's Services
Appendix C SUMMARY – Month 9 - Communities
Appendix D SUMMARY – Month 9 – Heritage, Libraries & Arts
Appendix E SUMMARY – Month 9 - Place
Appendix F SUMMARY – Month 9 – Housing Revenue Account (HRA)
Appendix G SUMMARY – Month 9 – Resources / Information Technology
Appendix H SUMMARY – Month 9 – Capital, Treasury and Technical Accounting
Appendix I SUMMARY – Month 9 – Funding for Emerging Priorities
Appendix J Proposed Changes
Appendix K Approved Changes

Annex 3 Equality Impact Assessment- Financial Monitoring 25-26 (Qtr 3)

ANNEX 1

REVENUE BUDGET MONITORING REPORT 2025/26
Quarter 3 – December 2025

1 Background

1.1 The Authority's 2025/26 revenue budget was approved by Council on 6 March 2025 at a sum of £322.928m to be met by Government grants, Council Tax and Business Rates. This report sets out the updated revenue financial position at the end of Quarter 3.

1.2 Under established budget procedures all services are required to monitor and review their approved budgets during the financial year. As part of this process, a forecast of the year-end position has been prepared by all services. The services forecasts include all known commitments, issues, and any planned management actions required.

2 Current Position

2.1 The current net revenue budget is £325.486m which has increased since the base budget was set as result of additional unringfenced grant income being received by the Council. Since Quarter 2, there has been an additional £1.474m allocated as detailed in the table below:

Movement in Funding	£000
DATRIG (inc Rough Sleeping Drug & Alcohol Grant	(1,030)
Individual Placement and Support Grant	(67)
Public Health Grant	(31)
Local Authorities Social Services Grants	(201)
Supporting Chagossian British Citizens Grant	(17)
Families First Programme Transformation Grant	(128)
Net Movement in Funding	**(1,474)**

2.2 The forecast position at Month 9 (Qtr 3) of £15.199m is detailed in the table below. Management actions continue to have a positive impact on the projected position with the forecast adverse outturn improving by £5.894m from that reported at the end of Quarter 2.

2.3 As detailed within the previous monitoring report presented to this meeting, enhanced spending controls across recruitment and expenditure were implemented by Senior Leaders as a response to the significant adverse variances that have been reported this financial year. The impacts of these actions to date are included within this revenue forecast position and continue to have a positive impact on the projected adverse variance.

2.4 Demand for Council services with increased complexity of need and associated cost continues to have an impact on the projected position despite the work previously undertaken across the organisation to mitigate. Senior Leaders and officers continue to seek out and implement further actions to reduce this gap however there still remains a

significant projected adverse position which has been a factor in the development of the 2026/27 budget gap included within the Revenue Budget and the Medium-Term Financial Strategy alongside the level of Earmarked Reserves.

Table 1 – Summary of Quarter 3 Forecast Revenue Budget Position

Directorate	Annual Budget £000	Annual Forecast £000	Annual Variance reported at Quarter 3 £000	Annual Variance reported at Quarter 2 £000	Change in Variance between periods £000
Adult Social Care	82,892	91,889	8,996	10,745	(1,749)
Children's Services	88,546	93,952	5,407	5,308	98
Public Health	24,830	24,503	(327)	(169)	(158)
Place	71,803	76,366	4,563	5,578	(1,015)
Resources	35,481	34,414	(1,067)	(370)	(697)
Capital, Treasury and Technical Accounting	21,934	19,561	(2,373)	-	(2,373)
NET EXPENDITURE	**325,486**	**340,685**	**15,199**	**21,094**	**(5,894)**
Financed By:					
Locally Generated Income	(181,158)	(181,158)	-	-	-
Government Grants	(145,358)	(145,358)	-	-	-
Collection Fund Deficit	1,030	1,030	-	-	-
TOTAL FINANCING	**(325,486)**	**(325,486)**	**-**	**-**	**-**
OVERALL PROJECTED VARIANCE	**-**	**15,199**	**15,199**	**21,094**	**(5,894)**

2.5 The current projected position as at the end of Quarter 3, shows a potentially significant adverse position by the end of the financial year but which has improved from the position previously reported. The Council is currently exploring opportunities in conjunction with its external treasury advisors to look at our current policy on capitalising interest costs for assets under construction. This could generate a potential revenue adjustment to the Council which would reduce the forecast adverse variance for 2025/26. The outcome of this work will be reported to Cabinet in the Month 10 revenue monitoring report.

Significant revenue variances by Directorate

Table 2 – Summary of Quarter 3 Revenue budget variance analysis

2.6 There are significant variances contained within the projected net adverse position and a breakdown of these across type of variance is shown below.

Directorate	Non-Delivery of Savings (Red & Amber) £000	Expenditure Variance £000	Income Variance £000	Annual Variance reported at Quarter 3 £000
Adult Social Care	2,373	9,786	(3,163)	**8,996**
Children's Services	2,253	3,167	(13)	**5,407**
Public Health	-	1,755	(2,082)	**(327)**
Place	604	1,331	2,628	**4,563**
Resources	50	(6,589)	5,472	**(1,067)**
Capital, Treasury & Technical Accounting	-	(1,949)	(424)	**(2,373)**
NET EXPENDITURE	**5,280**	**7,501**	**2,418**	**15,199**

2.7 As reported over the last two financial years, there are three areas which continue to forecast significant pressures;

- Adult Social Care is reporting a pressure of £8.996m at the end of Quarter 3 (£10.475m at the end of Quarter 2).
- Children's Services is reporting a pressure at the end of Quarter 2 at £5.407m (£5.308m at the end of Quarter 2).
- Place is reporting a pressure of £4.563m at the end of Quarter 2 (£5.578m at the end of Quarter 2).

2.8 Approved at Budget Council in March 2025, significant growth was added to the revenue base budget at £43.185m of which Adult Social Care was allocated £15.264m (35%) and Children's Services was allocated £16.831m (39%). At the same Council meeting budget savings were approved across all Directorates. When these savings are applied, the overall net increase was £6.776m for Adult Social Care and £13.170m for Children's Services. Further growth has been included within the Council's MTFS for these areas as detailed within the Revenue Budget report for 2026/27 which is elsewhere on this agenda.

Adult Social Care adverse variance at the end of Quarter 3 at £8.996m (Month 6 at £10.745m)

2.9 As shown at Table 2, the forecast adverse position for this directorate can be broken down as follows:

- Non- Delivery of Budget Reductions (Red and Amber) £2.373m
- Expenditure Variance £9.786m
- Income Variance (£3.163m)

Further details for the expenditure and income variances are included in the following paragraphs, with details on budget reductions included at Section 3.

2.10 The Community Health and Adult Social Care service is reporting significant pressures forecast to be £3.943m at the end of this reporting period (£5.326m at the end of Quarter

2). These pressures predominantly relate to clients with physical disabilities accessing care at home (£2.821m), short stays following a hospital stay (£0.550m), costs for supported living placements (£0.601m), clients with nursing placements (£0.087m), clients with residential placements (£0.540m) and under-recovery of contributions (£0.076m).

2.11 The Learning Disability service is reporting an unfavourable a year end forecast of £2.742m at the end of Quarter 3 (£3.213m at the end of Quarter 2). The largest contributing areas to this estimated position are Care at Home which is an adverse position of £1.462m with £1.586m for Supported Living. There is a pressure against the available budget for residential care at £0.139m and direct payments at £0.315m with other smaller variances across this divisional area.

2.12 The Mental Health service is reporting an estimated adverse position of £1.637m by the end of the financial year as reported at the end of Quarter 3 compared to £1.677m at the close of Month 6. The costs for Supported Living being the largest contributing factor to this position which is estimated to be £1.201m. There are other smaller variances for nursing and short stay placements which drive the overall position, and which are being offset by favourable variances due to vacant posts and additional income across this service area.

2.13 While activity levels across the Directorate have remained broadly consistent with the previous year, costs continue to rise. This is driven by:

- Increasing complexity of care packages
- Constrained availability within the care market
- A growing number of double-cover care packages, particularly for those supporting hospital discharges

2.14 These trends indicate a higher level of acuity among individuals requiring care.

Adult Social Care – Planned Mitigations

2.15 There are planned mitigations that are continuing and / or being embedded to reduce the forecast adverse position for this directorate. A summary of these are as follows:

- Client Finance project focusing on clearing backlogs, timely assessments and improved income recovery.
- Optimise Oldham Total Care and MioCare provision by utilising internal bed base to repatriate clients back to the borough.
- Review of short stay provision to ensure timely assessments are completed for people discharged from hospital and to reduce those in temporary care placements for extended periods of time.
- Engagement of additional temporary resource to clear significant assessment backlog with expected benefits to be realised by the end of the financial year.

2.16 It should be noted that the complexity of need for clients accessing this statutory service remains high and whilst the directorate is working hard to reduce this adverse variance, other factors such as demand and need could impact future forecasts.

Children's Services adverse variance at the end of Quarter 3 at £5.407m (£5.308m at the end of September 2025)

2.17 The forecast unfavourable position for this directorate area as at the end of December 2025 can be broken down as follows:

- Non- Delivery of Budget Reductions (Red and Amber) £2.253m
- Expenditure Variance £3.167m
- Income Variance (£0.013m)

Further details for the expenditure and income variances are included in the following paragraphs, with details on budget reductions included later within this report.

2.18 Children's Services are reporting a £5.407m forecast adverse variance for the financial year as at the end of Quarter 3 of which £2.253m is due to the non-delivery of budget reductions, namely the Children's Investment Plan (£2.116m).

2.19 The largest pressure within Children's Services is the cost of external placements which at the end of Month 9 is projected to be £7.133m more than the budget provision available. To mitigate placement pressures the service is continuing the focused reviews of residential care packages however, there was a net £0.230m increase in placements costs for December 2025, £0.416m additional cost for new placements with a reduction of £0.186m for existing packages of care.

2.20 The adverse position for placements is being offset overall by vacant posts and additional income across services within Early Help, Preventative Services and Children's Safeguarding areas.

Children's Services – Planned Mitigations

2.21 There are planned mitigations that are currently continuing to reduce the forecast unfavourable position for this directorate. A summary of these are as follows:

- Children with Disabilities – continuation of package reviews with parents and carers.
- Continued work on reducing agency staffing engagements.
- Continuation of placements review particularly around those that are high cost.
- Continuation of Step Forward Foster Care to step down placements from external residential.
- Continue focused recruitment of foster carers, kinship carers and special guardians.
- Continued work on over 18's accommodation through commissioned provision for UASC and housing direct matches for care leavers.
- Launch of the partnership offer across First Choice Homes and Leaving Care.
- Careful placement matching to occupy all internal beds in children's homes and semi-independent accommodation.
- Service review of legal fee commitments has resulted in forecast reduction in this area. Further proposal under development to look at reducing costs further.
- Review of School insurance contract.

- One Education reviewing operating model for the Music Service.

Public Health favourable variance of (£0.327m) as at the end of Quarter 3 ((£0.169m) at the end of Month 6)

2.22 Public Health is projecting a favourable position by the financial year end of £0.327m. This position is due to vacancies held across Public Health and Leisure services.

Place Directorate is reporting adverse variance by year end of £4.563m (£5.578m at the end of Month 6) as at the end of December 2025

2.23 The forecast unfavourable position for this directorate area as at the end of Quarter 3 can be broken down as follows:

- Non- Delivery of Budget Reductions (Red and Amber) £0.604m
- Expenditure Variance £1.331m
- Income Variance £2.628m

Further details for the expenditure and income variances are included in the following paragraphs, with details on budget reductions included later within this report.

Environment

2.24 The Environment service area is forecast to be in an adverse position of £1.649m by the financial year end. Expenditure pressures across the division for staffing costs including agency and additional backfill due to sickness alongside additional fleet costs are being forecast in this area. There are also several income targets not expected to be achieved across each area particularly security and response services which are driving this forecast adverse position, with academisation of schools having an impact on income generation. Favourable variances in other areas such as parking, street lighting, environmental health and traffic management are offsetting these main pressures

Growth

2.25 The Growth Division is reporting a £4.169m projected adverse variance by the financial year end. The main reason behind the forecast budget pressure within this area relates to Town Centre Property portfolio. This pressure relates to reductions in rent as reduced rent agreements are currently being sought by both prospective and sitting tenants. In addition, rent agreements currently being proposed, regularly include service charge caps or service charge costs that are included within a cumulative rent figure. An increased Council footprint and voids within the Spindles Shopping Centre have also led to increased service charge payable and foregone rent.

2.26 Running costs and Repairs and Maintenance costs for the Council's property portfolio are also causing pressure on the budget. The Council is incurring costs for assets within the Council's disposal programme where there has been a delay in sale or a change to the future of the asset. Energy costs, Business Rates and Cleaning costs being the key pressure points within the Corporate Landlord budget. In addition, costs are being incurred

for both Spindles Workspace and the JR Clynes building that are exceeding the current budget, with an example being the Business Rates valuation for Spindles Office space. This has now been backdated to May 2024 and has led to a forecast for Business Rates far exceeding initial budget expectations.

2.27 Favourable variances in other areas such as Development Control and Housing Delivery are dampening the pressures noted above.

Communities

2.28 The Communities division is forecasting a favourable position by the end of the financial year of (£1.256m). The largest contributing factor is within Housing Needs which is reflective of falling placements in temporary accommodation coupled with the sourcing of cheaper accommodation provision. It is worth noting, that this area is particularly volatile and a small increase in the number of placements could lead to a significant rise in current forecasts.

Place - Planned Mitigations

2.29 The planned Place mitigations are continuing to reduce the forecast adverse position for this directorate. A summary of these are as follows:

- Rigorous weekly reviews of placement costs, partner performance and priority placements for Temporary Accommodation.
- Recruitment freeze and stopped all non-essential spend.
- Weekly rent review meeting to review feedback and pressures on retail sector in the town and district centres, and to assess the risks to Oldham from national announcements.
- Removed / terminated contracts for costly technical specialists from the Spindles and Old Town Hall management arrangements.
- Rigorous daily review of property repairs and assessment of urgent / essential works to support service delivery and ensure compliance.
- Asset review and proposals for disposal under consideration versus community impact.
- Continuation of deep dive into First Response review to further reduce / stop agency use and determine potential impact of further academisation on Service Level Agreements and contract income.
- Waste & Cleansing - weekly review of agency usage versus service delivery / leave / sickness, plus time and investment into frontline health and wellbeing to improve sickness and retention.

Resources forecast favourable variance at the end of Quarter 3 of (£1.067m) ((£0.370m) adverse variance previously reported)

2.30 The forecast favourable position for this directorate area as at the end of December 2025 can be broken down as follows:

- Non- Delivery of Budget Reductions (Red and Amber) £0.050m

- Expenditure Variance (£6.589m)
- Income Variance £5.472m

Further details for the expenditure and income variances are included in the following paragraphs, with details on budget reductions included at Section 3.

2.31 The key driver for this forecast favourable position is due to slippage on vacant posts across the directorate as a whole but particularly in Transformation and Reform, Finance, HR services and Commissioning & Procurement. These favourable positions are offsetting the pressure in legal services of £0.621m due to the use of agency workers to cover vacant posts.

Resources – Planned Mitigations

2.32 Whilst the directorate is forecast to end the financial year with a favourable financial position, there are planned mitigations that are in the process of being developed and / or embedded to address any individual service area's adverse position during this financial year which would increase the favourable variance further. A summary of these are as follows:

- Continued transfer of agency workers from off contract engagements to on contract provider / permanent or fixed term recruitment
- Review of all ICT Licences, software contracts and ways of working for the organisation

Capital, Treasury and Technical Accounting – (£2.373m) favourable variance at the end of Quarter 3

2.33 The Capital, Treasury and Technical Accounting directorate holds the budgets associated with the Council's Treasury Management activities including interest payable on borrowing and interest receivable on investments and is reporting a favourable variance of £2.373m as at the end of Quarter 3.

2.34 Additional income received as part of treasury activities is the largest contributing factor of the favourable variance reported. Additional dividends have been received from the Council's investment portfolio. Furthermore, due to the enhanced spend controls implemented by the Executive Team, reduced expenditure has resulted in the Council being able to further maximise its investment opportunities to generate additional income. Additional income has also been received as part of the Annual Leave Purchase Scheme with higher than budgeted applications for 2025/26.

2.35 A detailed revenue table is attached at Appendix 1.

3 Progress on the delivery of the 2025/26 Approved Budget Savings

3.1 Table 3 below presents the progress on the delivery of the 2025/26 approved Budget savings which has been updated to reflect the position at the end of Quarter 3. For savings rated as Red and Amber, work is ongoing to achieve the saving or alternative delivery and

in year mitigations are being identified to cover any potential shortfalls which may occur. It is important that the 2025/26 approved budget savings be delivered given the limited Earmarked Reserves availability.

3.2 In terms of savings, £21.304m (£19.916m at Quarter 2) of the £26.584m approved budget reduction targets are either delivered or on track to be delivered (Green) representing 80% of the total savings target. 4% are off track but with targeted work could be achieved (Amber) and a further 16% or £4.221m (£4.637m at Month 6) with a high risk of not being achieved within this financial year (Red). The table below summarises the progress by Directorate:

Table 3 – Summary on progress on delivery of 2025/26 Approved Budget Reductions

2025/26 Impact of Approved Budget Reductions	Green £000	Amber £000	Red £000	Total £000
Adult Social Care	(6,115)	(1,000)	(1,373)	**(8,488)**
Children's Services	(3,524)	0	(137)	**(3,661)**
Place	(3,509)	(59)	(545)	**(4,113)**
Public Health	(465)	0	0	**(465)**
Resources	(4,344)	0	(50)	**(4,394)**
Capital, Treasury & Technical Accounting	(4)	0	0	**(4)**
TOTAL	**(17,961)**	**(1,059)**	**(2,105)**	**(21,125)**
Children's Investment Plan	(3,343)	0	(2,116)	**(5,459)**
TOTAL	**(21,304)**	**(1,059)**	**(4,221)**	**(26,584)**
Qtr 2 Position	(19,916)	(2,031)	(4,637)	**(26,584)**

Significant Budget reduction variances by Directorate

Adult Social Care

3.3 Of the £8.488m of budget savings approved for the Adult Social Care Directorate, £1.373m of them are rated Red and off track. Three budget savings drive this variance as follows:

- Achieving Better Outcomes £0.583m
- Adults, Health & Wellbeing £0.290m
- Focused Transitions Team £0.500m

Children's Services

3.4 As detailed in Table 3, £2.253m (£3.003m at Month 6) of Children's Services budget reductions are rated Red with 94% relating to the Children's Investment Plan. The non-delivery of the Children's Investment Plan is predominately due to pressures around the reduction of high-cost placements and release of agency staff. The other Red rated saving is as follows:

- Social Work Services £0.137m

Place

3.5 For this Directorate, 13% of the total approved budget reductions for this area are rated Red and relates to Environment - Service Review / Income Generation at £0.545m.

3.6 Implementation of the approved Budget saving for 2025/26 within the Environmental Management Service has been delayed but is now at the implementation stage and will result in a total net decrease of 11.01fte posts from the current structure. Work is ongoing to minimise the impact on current staff, however there will be a requirement for some redundancy and pension strain costs to be paid. The total maximum amount that would be incurred for these costs would be £0.449m. Redundancy costs will be met from the corporate severance budget, and the pension strain costs to be met from the Council's pension strain budget held within Greater Manchester Pension Fund within the expected range.

Resources

3.7 There is one approved budget reduction for 2025/26 rated as off track and this is the centralisation of Business Intelligence functions at £0.050m.

Mitigations / Planned Actions for non-delivery of budget reductions

3.8 The Financial Sustainability Delivery Board (FSDB) chaired by the Leader of the Council was established to provide additional scrutiny and challenge to the organisation around the non-delivery of agreed savings and this meets periodically to review the current and forecast delivery of agreed budget reductions. Any slip against timelines is explored and challenged with a requirement for actions to be brought back on track to ensure the delivery of the saving.

3.9 All approved budget reductions must be delivered in full by the end of the financial year to ensure there is no further impact on the Council's financial resilience. Details of how the potential non delivery of budget reductions for 2025/26 has impacted on the Council's MTFS can be found within the Revenue Budget Report for 2026/27.

4 Mitigation of Current forecast Budget Position

4.1 Throughout this report, corporate and service mitigations have been detailed with the aim of reducing the forecast adverse variance from the position reported, with enhancement of these controls implemented as an early action by the Executive Team to bring down the forecast position. As a result of these management actions the forecast position at the end of Quarter 3 has improved since the position previously reported, and as these become further embedded, it is expected that that the current forecast can be mitigated further.

4.2 The effectiveness of all management and corporate actions will continue to be closely monitored by the Executive Team. Further updates will continue to be included within future monitoring reports presented to this meeting. These management actions will also continue into 2026/27.

5 Reserves and Balances

5.1 On 1 April 2025, general reserves totalled £33.774m, split between Earmarked Reserves of £31.564m and Revenue Grant Reserves of £2.210m. The General Fund Balance stood at £18.865m.

5.2 Reserves and Balances are a key element of the Council's financial resilience and it is important that their use is kept to an absolute minimum.

5.3 As at the end of Quarter 3, there is a projected net transfer to Earmarked Reserves at £0.905m. This net movement includes the one-off return of GMCA Waste reserves at £3.428m. The requests for reserve use made to date are only estimates at this stage, and where possible alternative sources of funding will be utilised to minimise any use and protect the Council's financial resilience.

5.4 It should be noted by Members, that whilst there are a number of management actions being implemented to address the projected in year deficit and the delivery of all budget reductions, to the extent that mitigations do not cover the deficit, there would need to be a further unbudgeted call on reserves.

5.5 Whilst there is a potential call on revenue reserves to support the 2025/26 revenue position, included within the Council's Medium Term Financial Strategy is a planned and budgeted transfer to reserves, alongside a policy to transfer any one-off returns of funding. This strategy will result in general revenue reserves increasing over the medium term and thus increasing the Council's financial resilience.

6 Dedicated Schools Grant (DSG)

6.1 The Quarter 3 Dedicated Schools Grant (DSG) position, as reported to the Schools Forum on 21 January 2026 is an in-year overspend of £10.935m, the adverse movement of £0.887m compared to the quarter 2 position is wholly within the High Needs Block. The overall DSG deficit position is therefore, currently forecast to be £9.753m at the year end. The most significant pressure remains within the High Need Block (HNB), which is now forecast to overspend by £9.233m in 2025/26.

Table 4 - Dedicated Schools Grant: Quarter 3

DSG Quarter 3	Budget £k	Forecast £k	Variance £k
Schools Block	274,777	276,157	(1,380)
Central School Services Block (CSSB)	2,559	2,559	-
Early Years Block	38,834	39,156	(322)
High Needs Block	66,942	76,175	(9,233)
Sub Total	383,112	394,047	(10,935)
Deficit/ Surplus Brought Forward		(1,182)	1,182
Cumulative Deficit/ Surplus	383,112	392,865	(9,753)

6.2 The key points to note are included in the paragraphs below:

6.3 There was a 2024/25 DSG surplus of £1.182m carried forward into 2025/26, this included £1.380m for Growth Fund underspend within the Schools Block, this is fully committed in 2025/26 and accounts for the forecast overspend within the schools Block in the current financial year.

6.4 Expenditure within the Central Services Block is currently forecast to budget.

6.5 There is a projected overspend of £0.322m within the Early Years Block offsetting the underspend carried forward from 2024/25.

6.6 Had both the above underspends not been recommitted for 2025/26 the final DSG outturn for 2024/25 would have been in a deficit position at the end of 2024/25 of £0.520m.

6.7 An increased pressure of £0.887m within the High Needs Block (HNB), relates to further escalation in costs relating to Post 16 and Special School provision.

6.8 The initial 2026/27 forecast is for an in-year deficit of £23.166m, driven mainly by continued pressures within the High Needs Block together with the impact of alignment to the 2026/26 budget setting process and the reduced High Needs Block funding announced by the Government on 17 December 2025 (further detail below). At which point there would be a cumulative DSG deficit of £32.919m at 31 March 2027.

6.9 The DSG is a ringfenced account and there is currently a statutory override which excludes the deficit from being counted against the Council's reserves position. The government has confirmed that it will extend this statutory override to keep councils' spending deficits for special educational needs and disabilities (SEND) off their balance sheets for another two years until the end of 2027/28.

6.10 In addition, the Government has at a high level signalled an intention to 'transfer the cost of SEND to Whitehall from 2028-29' when the override ends and is expected to provide further details plans to support local authorities with historic and accruing deficits and conditions for accessing support later in the Local Government Finance Settlement process. Support provided to local authorities will be linked to assurance that they are taking steps to make a reformed, inclusive education system a reality, in conjunction with government confirming the detail of SEND reform. This together with the pending publication of SEND reforms all have potential to materially impact the position going forward, but for the time being offer little by way of immediate tangible assistance.

6.11 Indicative 2026/27 funding announcements in relation to the Schools and Central Services Schools blocks were made public on 19 November 2025, this was followed by a more detailed announcement, this time including the Early Years and High Needs Blocks on 17 December 2025. This included a notification that the national high needs funding formula will be temporarily paused, and funding will therefore be based on 2025/26 allocations (with adjustments). The current forecast assumes increases comparable to those in the previous year, the announcement will therefore have a detrimental impact, the detail of which is currently being worked through.

6.12 The Government will provide further details on our plans to support local authorities with historic and accruing deficits and conditions for accessing such support later in the Local Government Finance Settlement process. Support provided to local authorities will be linked to assurance that they are taking steps to make a reformed, inclusive education system a reality, in conjunction with government confirming the detail of SEND reform.

Housing Revenue Account Budget & Forecast (2025/26)

Housing Revenue Account (HRA)

6.13 The HRA for 2024/25 produced a surplus of £3.34m which was transferred to the HRA Reserve at year end. The main reason for such a significant variance was PFI Management Costs. These were reported as lower than expected due to a change in the accounting treatment. Effectively, this has resulted in additional monies being transferred to the reserve, and this will be required to pay off associated debt in future years.

6.14 The original budget for 2025/26 was prepared in January 2025 and has subsequently been revised to reflect changes where appropriate.

6.15 The latest HRA forecast for 2025/26 shows a required drawdown of £0.725m from the HRA reserve, compared to a revised budgeted drawdown of £0.589m. The main areas where the forecasts vary from budget are as follows:

- Income (Rents and Service Charges) – income £0.060m higher than budgeted
- Service Charges and Other Income – additional backdated service charge income for Holly Bank, and income from the sale of properties – total £0.471m.
- Other Supervision & Management - £0.053m – mainly staffing savings
- PFI Management Savings - £0.027m
- Miscellaneous - £0.032m - £0.028m relates to the reduced level of bad debt provision required

6.16 These are offset by:

- Utility Costs – Currently forecast to overspend by £0.212m compared to the budget. The majority of costs for this area are received throughout Quarter 4 and therefore this projection could change.
- additional costs of £0.070m on Repairs and Maintenance, mainly heating repairs at Holly Bank.
- Overspend of £0.139m compared to budget – several areas of spend but mainly backdated rent and service charge collection fees for Holly Bank and Primrose Bank.

Table 5 – Housing Revenue Account - Quarter 3

	Current Budget	Spend as at Q3	Forecast Outturn	Variance From Budget
	£000	£000	£000	£000
Income				
Dwellings Rents (gross)	(10,571)	(7,581)	(10,631)	(60)
Non Dwelling Rents	(27)	(20)	(27)	0
Charges for Services and Facilities	(1,476)	(926)	(1,575)	(100)
PFI Grant	(18,799)	(9,400)	(18,799)	0
Total Revenue Income	**(30,873)**	**(17,926)**	**(31,032)**	**(159)**
Expenditure				
Unitary Charge Payments (PFI2 and PFI4)	27,603	7,763	27,576	(27)
Repairs & Maintenance	51	85	121	70
Supervision & Management	1,921	370	1,853	(68)
Special Services	1,443	12,309	1,797	354
Depreciation and Impairment of Fixed Assets	307	202	305	(1)
Rent, Rates and Other Charges	336	67	305	(31)
Revenue Contribution to Capital Outlay (RCCO)	1	0	0	(1)
				0
Total Revenue Expenditure	**31,661**	**20,796**	**31,956**	**295**
				0
Net Cost of HRA Services	**789**	**2,869**	**925**	**136**
Interest and Investment Income	(200)	0	(200)	0
(Surplus)/Deficit for the year on HRA Services	**589**	**2,869**	**725**	**136**

HRA Capital Programme

6.17 There was minimal capital expenditure (£0.001m) during 2024/25, and it is anticipated that this will remain the case during 2025/26. Capital expenditure consists of:

- works to properties outside of the PFI agreements
- works to PFI properties that are outside the scope of the PFI agreement.

HRA Reserves Position

6.18 Reserves at the start of 2025/26 stood at £22.173m, and the forecast balance would see this decrease to £21.448m.

6.19 The level of reserves is required to meet future commitments in the Housing Revenue Account, and to ensure that the PFI schemes can be funded as the corresponding Government credits do not increase to take account of inflationary pressures.

6.20 In addition, a change in the way that interest repayment on the two PFI schemes is accounted for has resulted in £2.273m of the current reserves being specifically earmarked for repayment of interest after the PFI contracts have ended.

Table 6 – Housing Revenue Account Forecast Reserves position – Quarter 3

HRA Reserve	£000
Balance brought forward from 2024/25	(22,173)
Forecast Transfer from HRA 2025/26	725
Forecast Balance at 2025/26 Year End	(21,448)

7 Summary

7.1 The current projected position as at the end of Quarter 3, shows a potentially significant adverse position by the end of the financial year but which has improved from the position previously reported. The Council is currently exploring opportunities in conjunction with its external treasury advisors to look at our current policy on capitalising interest costs for assets under construction. This could generate a potential revenue adjustment to the Council which would reduce the forecast adverse variance for 2025/26. The outcome of this work will be reported to Cabinet in the Month 10 revenue monitoring report.

7.2 This estimated position remains a serious concern for the Council and actions have been taken by the Executive Team to address this position with work continuing across the whole organisation to reduce the position wherever possible. With the reduced level of reserves held by the Council it is important that this position continues to be addressed as a priority and must be reduced by year end to limit the impact it has on the financial sustainability of the Council.

7.1 Whilst 84% of savings delivered or with the potential to deliver after targeted intervention, given the overall financial pressures facing the Council, the uncertainty around the deliverability of the remaining 16% of savings is of concern. Any non-achievement of savings not only impacts the current year position but has implications on future years budgets. Delivery of all budget reductions must be achieved wherever possible for 2025/26 to ensure no unbudgeted use of general revenue reserves are required. This will continue to be closely monitored through the monthly Delivery Board meetings.

7.2 The increasing need for use of the Council's services from residents and businesses, the complexity of the support needed, and inflationary costs continue to put pressure on service budgets and is demonstrated by the Quarter 3 forecast outturn position. These pressures, in the main driven by escalating costs in essential statutory services supporting the most vulnerable residents, reflects the broader challenges the Council and numerous Councils across the country are facing. This is particularly acute in statutory and heavily inspected services where there is little flexibility to mitigate rising costs, for example increasing pressures on social care budgets due to the support needs of vulnerable children and

complexity in the needs of adult requiring support. There is also an increasing need to support children with Special Educational Needs (SEND) and whilst significant work has been done in the last 12 months, homelessness presentations and use of temporary accommodation is still of concern given the numbers accessing this service.

7.3 This position is not specific to Oldham. Councils across the country continue to warn of financial distress and the risk of bankruptcy if insufficiency of funding and areas of budget pressure are not addressed by government. With 30 Councils already with Exceptional Financial Support (EFS) agreements in place and others that are expected to require this support for 2026/27, Council finances are a national issue.

7.4 The recent publication of the Local Government Finance Settlement has provided some additional support to the Council as a result of the Fair Funding Review and the continuation of the Recovery Grant for another 3 years. Whilst this funding is welcomed, the Council must deliver within the financial resources allocated for 2026/27 onwards. The Council's strategy to transfer much needed resources to reserves to increase the reserve position is a positive movement in ensuring the organisations financial resilience over the medium term.

7.5 In view of the adverse variance reported it is imperative that mitigations are continued to be found and implemented to address the in-year position and protect reserves.

APPENDIX 1 – 2025/26 Directorate Summary Financial Positions at 31 December 2025

DIRECTORATE	SERVICE AREA	Qtr 3 Annual Budget £000	Qtr 3 Annual Forecast £000	Annual Forecast Variance £000
Adult Social Care	Commissioning	15,718	15,702	(16)
	Community Business Services	893	769	(125)
	Clusters	3,423	3,787	364
	Community Health & Social Care	31,153	35,096	3,943
	Director Adult Social Care	1,442	1,766	324
	Learning Disability	17,885	20,627	2,742
	Mental Health	11,518	13,154	1,637
	Clusters	276	420	144
	Safeguarding	584	568	(17)
Adult Social Care Total		**82,892**	**91,889**	**8,996**
Children's Services	Children in Care	53,261	59,996	6,734
	Childrens Safeguarding	3,564	3,115	(449)
	Fieldwork & Family Support	11,651	11,720	69
	Children's Services Intergration	4,815	4,534	(281)
	Central Education Services	833	833	0
	Community / Adult Learning	300	300	(0)
	Inclusion Service	(428)	(428)	0
	Learning Services	257	258	1
	Learning Services - Early Years	(194)	(194)	(1)
	Post 16 Service	44	45	1
	School Support Services	76	22	(54)
	SEND Services	7,938	7,962	24
	Skills and Employment	84	84	(0)
	Early Help	4,408	4,001	(407)
	Troubled Families	1,936	1,704	(232)
Children's Services Total		**88,546**	**93,952**	**5,407**
Public Health	Public Health (Client and Delivery)	21,451	21,094	(358)
	Leisure Services	3,379	3,410	31
Public Health Total		**24,830**	**24,503**	**(327)**
Place	Building Control	69	436	367
	Strategic Planning	18,015	18,014	(1)
	Development Control	70	1	(69)
	Housing Delivery	296	278	(18)
	Facilities Management	494	528	34
	Corporate Estates	583	2,430	1,847
	Property Services	(1,509)	(1,564)	(55)
	Town Centre	529	2,593	2,064
	Creating a Better Place	(253)	(253)	0
	Structures	141	141	0
	Operations	1,918	1,731	(187)
	Traffic Management & Maintenance	1,870	1,781	(89)
	Parking Admin & Enforcement	(987)	(928)	59
	Health & Safety	291	237	(54)
	Environmental Health	1,027	958	(69)
	Licensing & Trading Standards	(6)	(28)	(22)
	First Response	(155)	315	469
	Street Lighting	4,316	4,264	(52)
	Waste & Cleansing	24,672	26,117	1,445
	Parks / Ground Maintenance	4,965	5,050	85
	Arboriculture	588	580	(8)
	Emergency Planning	62	133	71
	Fleet	(252)	(251)	2
	Community Safety & Cohesion	650	590	(60)
	Districts	1,051	935	(116)
	Culture	6,393	6,373	(20)
	Youth Services	908	890	(18)
	Housing Needs	6,058	5,016	(1,042)
Place Total		**71,803**	**76,366**	**4,563**

DIRECTORATE	SERVICE AREA	Qtr 3 Annual Budget £000	Qtr 3 Annual Forecast £000	Annual Forecast Variance £000
Resources	Partnership Support (Borough and GM)	1,947	1,946	(1)
	Strategic Customer Service	137	137	0
	Chief Executive Management	2,231	2,028	(203)
	Communications and Research	587	581	(5)
	Customer Services	2,273	2,245	(28)
	ICT	5,951	6,001	50
	Democratic and Civic Services	331	380	49
	Audit	2,993	2,963	(29)
	Commissioning and Procurement	633	493	(140)
	Democratic and Civic Services	464	442	(23)
	External Funding	(26)	(27)	(1)
	Finance	2,641	2,243	(398)
	Housing Benefit Payments	1,848	1,731	(117)
	Revenues and Benefits	4,118	4,018	(100)
	Transformation and Reform	259	(46)	(306)
	HR Strategy	2,850	2,651	(199)
	Organisational Development	416	425	9
	Democratic and Civic Services	2,563	2,416	(147)
	Legal	1,982	2,603	621
	Registrars	(87)	(134)	(47)
	ICT	799	862	63
	Strategy and Performance	569	454	(115)
Resources Total		**35,481**	**34,414**	**(1,067)**
Capital Treasury and Technical Accounting	Corporate Expenses	9,226	9,154	(72)
	Interest and Investment Expenditure and Income	11,305	9,004	(2,301)
	Corporate and Democratic Core	1,003	1,003	0
	Parish Precepts	400	400	0
Capital Treasury and Technical Accounting Total		**21,934**	**19,561**	**(2,373)**
Grand Total		**325,486**	**340,685**	**15,199**

ANNEX 2

CAPITAL INVESTMENT PROGRAMME 2025/26- 2030/31 & 2025/26 MONITORING REPORT Month 9 (December)

1 Background

1.1 The original capital programme for 2025/26 reflected the priorities outlined in the Capital Strategy as approved at Cabinet on 17 February 2025 and confirmed at the Council meeting on 6 March 2025.

1.2 The position at the end of Month 9 (December 2025) is highlighted in this report.

1.3 For the remainder of the financial year, the programme will continue to be monitored and revised to take account of any new developments and changes in the profile of planned expenditure.

Current Position

2.1 Table 1 below shows the capital programme for 2025/26 and a further four years to 2029/30, and reflects the priorities outlined in the Capital Strategy.

Table 1 – 2025/30 Capital Strategy

Directorate Budget	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000	Total £000
Community Health and Adult Social Care	4,106	3,000	3,000	-	-	**10,106**
Children's Services	10,482	3,151	2,000	-	-	**15,632**
Communities	338	-	-	-	-	**338**
Place	80,617	14,997	15,501	2,055	-	**113,170**
Housing Revenue Account (HRA)	3,193	206	210	215	219	**4,043**
Resources/Information Technology (IT)	3,165	3,123	2,595	1,877	-	**10,760**
Capital, Treasury & Technical Accounting	3,600	2,628	4,373	2,500	5,000	**18,101**
Funding for Emerging Priorities	3,000	2,885	2,000	-	-	**7,885**
Total Expenditure	**108,501**	**29,990**	**29,680**	**6,647**	**5,219**	**180,037**

Funding	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000	Total £000
Grant & Other Contributions	(60,800)	(9,736)	(9,558)	(780)	-	**(80,874)**
Prudential Borrowing	(39,855)	(17,480)	(17,660)	(3,343)	(3,000)	**(81,338)**
Revenue Contributions	(3,193)	(206)	(210)	(215)	(219)	**(4,043)**
Capital Receipts	(4,653)	(2,567)	(2,252)	(2,309)	(2,000)	**(13,781)**
Grand Total	**(108,501)**	**(29,990)**	**(29,680)**	**(6,647)**	**(5,219)**	**(180,037)**

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

3. 2025/26 – 2029/30 Capital Programme

3.1 Following the approval of the Month 6 capital programme, a full review of the programme whilst preparing the 2026/27 – 2030/31 Capital Strategy has been considered in line with the Budget Setting timetable.

3.2 This together with new funding and contributions and realignments/rephasing approvals have taken place all of which are included within the Capital Strategy Report which is being presented to this same meeting.

3.3 Following the approved changes since Month 6, assuming grant offers are approved, and rephasing resulting from updating the current 5 Year Capital Strategy, the revised Capital Programme 2025/26 to 2029/30 as at Month 9 is a net increase across the programme of £0.216m as shown in Table 2 below.

3.4 The revised capital programme for 2025/26 to 2029/30 shown in Table 2 below reflects all the above amendments in arriving at the revised forecast position. The movement for the current financial year is shown in Table 3 together with the projected financing profile.

Table 2 - 2025/26 - 2029/30 Revised Capital Programme at the end of Month 9

Directorate Budget	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000	Total £000
Community Health and Adult Social Care	3,664	3,587	3,870	-	-	**11,121**
Children's Services	4,325	9,657	6,481	2,209	10	**22,683**
Communities	-	125	-	-	-	**125**
Heritage Libraries and Arts	560	-	-	-	-	**560**
Place	-	-	-	-	-	**-**
- Corporate Property	4,274	4,346	3,669	1,744	362	**14,395**
- Environment	1,414	2,663	111	-	-	**4,188**
- Housing	6,544	4,702	-	-	-	**11,246**
- Regeneration	36,199	35,084	9,230	92	-	**80,605**
- Transport	8,087	17,321	7,013	-	-	**32,421**
Housing Revenue Account (HRA)	250	6,151	3,849			**10,250**
Resources/Information Technology (IT)	1,283	3,843	3,336	1,092	-	**9,554**
Capital, Treasury & Technical Accounting	3,600	2,640	4,373	2,500	5,000	**18,113**
Funding for Emerging Priorities	-	-	902	2,506	-	**3,408**
Grand Total	**70,200**	**90,119**	**42,834**	**10,143**	**5,372**	**218,669**

Funding	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000	Total £000
Grant & Other	(41,193)	(52,919)	(26,933)	(1,169)	(256)	**(122,470)**
Prudential Borrowing	(23,983)	(31,039)	(13,600)	(6,974)	(3,116)	**(78,712)**
Revenue	(310)	(3,010)	-	-	-	**(3,320)**
Capital Receipts	(4,714)	(3,151)	(2,300)	(2,000)	(2,000)	**(14,165)**
Grand Total	**(70,200)**	**(90,119)**	**(42,834)**	**(10,143)**	**(5,372)**	**(218,669)**

3.5 Details of these and other movements, together with consideration for 2030/31 are included within the Capital Strategy report and supporting documents being presented to this same meeting.

3.6 This leaves the revised 2025/26 Capital Programme at £70.200m compared with the Month 6 position presented to Cabinet of £122.248m, an in year reduction of £52.048m.

2025/26 Capital Programme

3.7 The table below shows the movements in the 2025/26 Capital programme since the Capital Strategy was set and all approved virements to date, together with those proposed since the last reporting period.

3.8 Since the last reported period at the end of Quarter 2, services have concluded the Annual Review which makes up the majority of changes totalling £53.187m (reduction). These along with any additional proposals are detailed in Appendix J for approval.

Other approved virements totalling £1.139m have been approved under delegation or another decision-making process and are detailed in Appendix K.

3.9 These proposed changes will result in an updated 2025/26 programme of £70.200m and shown by Directorate in Table 3 below:

Table 3 – 2025/26 Capital Programme

Directorate Budget	Capital Strategy 2025-30 £000	Approved 2025/26 programme at M06 £000	Approved Virements M09 £000	Proposed Virements M09 £000	Revised Budget M09 £000	Spend to M09 £000
Community Health and Adult Social Care	4,106	4,646	25	(1,007)	3,664	2,251
Children's Services	10,482	6,247	-	(1,922)	4,325	1395
Communities	338	245	-	(245)	0	0
Heritage Libraries and Arts	-	491	-	70	561	504
Place	80,617	101,660	1,114	(46,257)	56,517	35,436
Housing Revenue Account (HRA)	3,193	1,403	-	(1,153)	250	3
Resources/Information Technology (IT)	3,165	3,956	-	(2,673)	1,283	600
Capital, Treasury & Technical Accounting	3,600	3,600	-	-	3,600	0
Funding for Emerging Priorities	3,000	-	-	-	0	0
Grand Total	**108,501**	**122,248**	**1,139**	**(53,187)**	**70,200**	**40,189**

3.10 It must be noted that the table above is the latest estimate of the expected capital spend for 2025/26. The Council will continue to revise the programme over the final quarter of the year to reflect the latest assumptions.

3.11 Actual expenditure to 31 December 2025 was £40.189m (57.25% of the proposed forecast outturn). This is lower than spending profile (61.23%) at the same period for the previous financial year. As would be expected the majority of this spend is within the Place Directorate which amounts for 88.17% of the total 2025/26 Capital Programme spend to date. The position will be kept under review and budgets will be managed in accordance with forecasts.

Capital Receipts

3.12 The capital programme assumes the availability of £4.714m of capital receipts in 2025/26 for financing purposes. This includes £2.600m to support transformational activity in the General Fund using the flexibility allowed by Government.

3.13 The total net usable capital receipts currently received in year is £0.954m, the first call being against the £2.600m outlined above in respect of use of Flexible Receipts.

3.14 The capital receipts position as at 31 December 2025 is as follows:

Table 4 – Capital Receipts 2025/26

	£000	£000
Capital Receipts Financing Requirement		4,714
Usable Capital Receipt b/fwd.	-	
Actual capital receipts received to date	(954)	
Identified in year capital receipts remaining	(4,863)	
Further Surplus in 2025/26		**(1,103)**

3.15 Given the significant amount of capital receipts needed to finance the capital programme in this and future years it is imperative that the capital receipts/disposal schedule is adhered to. This is monitored at the monthly Capital Receipts meeting and will be subject to on-going review throughout the year. It is of course recognised that the ongoing economic instability, fluctuations in interest rates and the impact on borrowing costs, coupled with the increase cost of living will continue to impact on business/economic activities making capital disposals more challenging.

3.16 The Capital Strategy and Capital Programme 2025/30 incorporates an expectation of the level of receipts that is anticipated in each of the respective years and therefore an estimate as to the resultant level of over or under programming in order to present a balanced budget. As can be seen below, the most recent review has produced a forecast which is below the financing projections included in Table 3. Should the currently estimated position prevail then the position would be as illustrated in the table below:

Table 5 – Capital Receipts 2025/26 to 2029/30

Capital Receipts	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000
Capital Receipts Carried Forward	-	(1,103)	(5,542)	(5,782)	(4,038)
Identified Capital Receipts	(4,863)	(7,590)	(2,540)	(256)	-
Received in year	(954)				
Total Receipts	(5,817)	(8,693)	(8,082)	(6,038)	(4,037)
Capital Receipts Financing Requirement	4,714	3,151	2,300	2,000	2,000
Over/(Under) programming	**(1,103)**	**(5,542)**	**(5,782)**	**(4,038)**	**(2,038)**

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

3.17 Although the capital receipts forecast is currently lower than the required amount, given that this is the Quarter 3 position, the Council is forecast to achieve the projected Capital Receipts in the programme in the final quarter of the year and therefore, at this stage it is considered appropriate to retain the original forecast for the current year. The consequence should the level of capital receipts fall is either, a corresponding increase in the level of prudential borrowing and hence an impact on the revenue budget, or a reduction in the overall capital programme.

4 Conclusion

4.1 A detailed review of the capital programme (the Annual Review) has been undertaken and realigned and reprofiled across the programme. In addition, further reviews have taken place as part of the overall Capital Strategy and Annual Budget Setting process, and we will continue to reflect developments relating to individual projects/schemes, across all years and re-profile accordingly.

4.2 The Capital Programme is being continually monitored and is reported to Members on a regular basis.

5 Appendices

5.1 Appendix A - SUMMARY – Month 9 - Community Health and Adult Social Care
Appendix B - SUMMARY – Month 9 - Children's Service
Appendix C - SUMMARY – Month 9 - Communities
Appendix D - SUMMARY – Month 9 - Heritage, Libraries and Arts
Appendix E - SUMMARY – Month 9 - Place
Appendix F - SUMMARY – Month 9 - Housing Revenue Account (HRA)
Appendix G - SUMMARY – Month 9 - Resources/Information Technology
Appendix H - SUMMARY – Month 9 - Capital Treasury and Technical Accounting
Appendix I - SUMMARY – Month 9 - Funding for Emerging Priorities
Appendix J – Proposed changes
Appendix K – Approved changes

SUMMARY – Month 9 (December 2025) - Community Health and Adult Social Care **APPENDIX A**

Service area	Original Budget	Revised Budget (M06)	Approved Virements (M07-M09)	Proposed Virements (M07-M09)	Revised Budget (M09)	Expend to M09
Adult Services	4,106	4,646	25	(1,007)	3,664	2,251
Community Health and Adult Social Care Total	**4,106**	**4,646**	**25**	**(1,007)**	**3,664**	**2,251**

SUMMARY – Month 9 (December 2025) – Children's Services **APPENDIX B**

Service area	Original Budget	Revised Budget (M06)	Approved Virements (M07-M09)	Proposed Virements (M07-M09)	Revised Budget (M09)	Expend to M09
Children, Young People and Families (CYPF)	1,000	1,378		(834)	544	374
Schools - General Provision	6,473	2,368		(735)	1,633	188
Schools – Primary	-	875		392	1,267	201
Schools – Secondary	3,009	1,608		(1,004)	604	43
Schools – Special	-	18		244	262	20
Schools – New Build	-	-		15	5	-
Children's Services Total	**10,482**	**6,247**	**-**	**(1,922)**	**4,325**	**1,395**

SUMMARY – Month 9 (December 2025) – Communities **APPENDIX C**

Service area	Original Budget	Revised Budget (M06)	Approved Virements (M07-M09)	Proposed Virements (M07-M09)	Revised Budget (M09)	Expend to M09
Local Investment Fund	338	245	-	(245)	(0)	-
Communities Total	**338**	**245**	**-**	**(245)**	**(0)**	**-**

SUMMARY – Month 9 (December 2025) – Heritage, Libraries and Arts **APPENDIX D**

Service area	Original Budget	Revised Budget (M06)	Approved Virements (M07-M09)	Proposed Virements (M07-M09)	Revised Budget (M09)	Expend to M09
Heritage, Libraries and Arts	-	491	-	70	561	504
Heritage, Libraries and Arts Total	**-**	**491**	**-**	**70**	**561**	**504**

SUMMARY – Month 9 (December 2025) – Place **APPENDIX E**

Service area	Original Budget	Revised Budget (M06)	Approved Virements (M07-M09)	Proposed Virements (M07-M09)	Revised Budget (M09)	Expend to M09
Asset Management – Corporate Premises	2,670	4,336	263	(941)	3,658	1,432
Asset Management - Education Premises	1,148	2,033	-	(1,417)	616	742
Boroughwide Developments	28,177	26,904	-	(7,940)	18,964	15,184
Boroughwide District Projects	17	27	-	(27)	-	-
Cemeteries and Crematorium	-	-	-	7	7	8
Countryside	80	39	-		39	-
Parks	13	897	750	(339)	1,308	511
Playing Fields & Facilities	-	49	-		49	-
Parks & Playing Fields	11	11	-		11	-
Private Housing	5,677	12,246	-	(5,702)	6,543	53
Strategic Acquisitions	1,647	2,147	-	(657)	1,490	865
Town Centre Developments	27,593	27,812	-	(12,068)	15,744	11,152
Transport - Accident Reduction	744	1,204	98	(329)	973	307
Transport - Bridges & Structures	4,107	9,434	-	(8,172)	1,262	763
Transport - Fleet Management	175	249	-	74	323	230
Transport - Highway Major Works/Drainage schemes	8,498	13,481	(67)	(8,411)	5,003	3,918
Transport - Minor Works	60	657	70	(242)	485	210
Transport - Miscellaneous	-	134	-	(93)	41	61
Place Total	**80,617**	**101,660**	**1,114**	**(46,257)**	**56,517**	**35,436**

SUMMARY – Month 9 (December 2025) - Housing Revenue Account (HRA

APPENDIX F

Service area	Original Budget	Revised Budget (M06)	Approved Virements (M07-M09)	Proposed Virements (M07-M09)	Revised Budget (M09)	Expend to M09
Housing Revenue Account	3,193	1,403	-	(1,153)	250	3
HRA Total	**3,193**	**1,403**	**-**	**(1,153)**	**250**	**3**
	-	-	-	-	-	-

SUMMARY – Month 9 (December 2025) – Resources/Information Technology (IT)

APPENDIX G

Service area	Original Budget	Revised Budget (M06)	Approved Virements (M07-M09)	Proposed Virements (M07-M09)	Revised Budget (M09)	Expend to M09
Information Technology	3,165	3,956	-	(2,673)	1,283	600
Information Technology Total	**3,165**	**3,956**	**-**	**(2,673)**	**1,283**	**600**

SUMMARY – Month 9 (December 2025) – Capital Treasury and Technical Accounting

APPENDIX H

Service area	Original Budget	Revised Budget (M06)	Approved Virements (M07-M09)	Proposed Virements (M07-M09)	Revised Budget (M09)	Expend to M09
Cross Cutting /Corporate	3,600	3,600	-	-	3,600	
Capital Treasury and Technical Accounting Total	**3,600**	**3,600**	**-**	**-**	**3,600**	**-**

SUMMARY – Month 9 (December 2025) - Funding for Emerging Priorities

APPENDIX I

Service area	Original Budget	Revised Budget (M06)	Approved Virements (M07-M09)	Proposed Virements (M07-M09)	Revised Budget (M09)	Expend to M09
Funding for Emerging Priorities	3,000	-	-	-	-	-
Funding for Emerging Priorities Total	**3,000**	**-**	**-**	**-**	**-**	**-**

TOTAL	**108,501**	**122,248**	**1,139**	**(53,187)**	**70,200**	**40,189**

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

	2025 £000's	2026 £000's	2027 £000's	2028 £000's	2029 £000's	Grand Total £000's
Capital Treasury and Technical Accounting	**0**	**0**	**-3**	**0**	**0**	**-3**
Capital - Corporate	**0**	**0**	**-3**	**0**	**0**	**-3**
Funding for Emerging Priorities	0	0	-3	0	0	-3
Corporate Services	**-2,673**	**1,706**	**740**	**-785**	**0**	**-1,012**
Capital - IT	**-2,673**	**1,706**	**740**	**-785**	**0**	**-1,012**
Technology Roadmap Digital and Technology Foundations	-1,274	1,403	-500	0	0	-370
Digital Services Customer Experience	-777	-48	200	500	0	-125
Data - Theme 3	0	2	1,140	-602	0	540
Application Portfolio Management Line of Business Systems	-225	28	0	0	0	-197
Digital Communities Business Insight Performance, Strategy & Policy Foundations	-59	0	0	0	0	-59
Digital Leadership Business Support HR/OD Foundations	-50	50	0	0	0	0
Digital Workforce Collaboration and Productivity	-194	79	0	0	0	-115
Financial Systems Development	-14	114	-100	0	0	0
GM Fibre	-79	79	0	0	0	0
Right Start & School Nursing IT	0	0	0	-682	0	-682
CCTV System Upgrade - Sir Robert Peacock House	-2	0	0	0	0	-2
Housing Revenue Account	**-1,153**	**-838**	**1,939**	**100**	**103**	**151**
Capital - HRA	**-1,153**	**-838**	**1,939**	**100**	**103**	**151**
HRA Capital Strategy	-303	0	100	100	103	0
Metropolitan Place Redevelopment	-850	-838	1,839	0	0	151
People	**-3,103**	**3,308**	**395**	**25**	**10**	**635**
Capital - Adult Services	**-1,007**	**587**	**370**	**0**	**0**	**-49**
DFG- Boroughwide	-99	0	0	0	0	-99
Social Care- General Provision	-320	0	370	0	0	50
Oldham Total Care	-437	437	0	0	0	0
Adaptive Technology	-150	150	0	0	0	0

	2025 £000's	2026 £000's	2027 £000's	2028 £000's	2029 £000's	Grand Total £000's
Capital - CYPF	**-834**	**742**	**0**	**0**	**0**	**-93**
1 Rosary Road - Acquisition & Adaptation	-742	742	0	0	0	0
Family Hubs & Start for Life	-93	0	0	0	0	-93
Capital - DIF	**-245**	**125**	**0**	**0**	**0**	**-120**
LIF - Local Investment Fund	-245	125	0	0	0	-120
Capital - Heritage Libraries and Arts	**70**	**0**	**0**	**0**	**0**	**70**
Northmoor Library - ACE Project	70	0	0	0	0	70
Capital - Schools - General Provision	**-735**	**-575**	**25**	**25**	**10**	**-1,250**
Education Basic Need General Provision	0	-600	0	0	0	-600
SEND - Special Provision Capital Fund (SPCF) General Provision	-650	0	0	0	0	-650
Schools Feasibility Funding	-85	25	25	25	10	0
Capital - Schools - Primary	**392**	**427**	**0**	**0**	**0**	**819**
DFC - Alexandra Park Jnr School	-7	7	0	0	0	0
DFC - Bare Trees Primary School	-29	29	0	0	0	0
DFC - Beever Primary School	-4	4	0	0	0	0
DFC - Buckstones Primary School	-6	6	0	0	0	0
DFC - Burnley Brow Community School	-15	15	0	0	0	0
DFC - Christ Church Primary School	-13	13	0	0	0	0
DFC - Crompton Primary School	-15	15	0	0	0	0
DFC - Delph Primary School	-6	6	0	0	0	0
DFC - Diggle Primary School	-16	16	0	0	0	0
DFC - Friezland Primary School	-10	10	0	0	0	0
DFC - Glodwick Inf/Nur School	-14	14	0	0	0	0
DFC - Greenfield Primary School	-13	13	0	0	0	0
DFC - Higher Failsworth Primary School	-15	15	0	0	0	0
DFC - Hodge Clough Primary School	-7	7	0	0	0	0
DFC - Holy Trinity (CofE) Primary School	-6	6	0	0	0	0

	2025 £000's	2026 £000's	2027 £000's	2028 £000's	2029 £000's	Grand Total £000's
DFC - Horton Mill Community Primary School	-15	15	0	0	0	0
DFC - Knowsley Junior School	-19	19	0	0	0	0
DFC - Limehurst Community Primary School	-4	4	0	0	0	0
DFC - Mather Street Primary School	-21	21	0	0	0	0
DFC - Mills Hill Primary School	-35	35	0	0	0	0
DFC - Propps Hall Jnr/Inf School	-19	19	0	0	0	0
DFC - Royton Hall Primary School (formerly Highbarn Jnr)	-8	8	0	0	0	0
DFC - Rushcroft Primary School	-15	15	0	0	0	0
DFC - South Failsworth Community Primary School	-5	5	0	0	0	0
DFC - Springhead Inf/Nur School	-13	13	0	0	0	0
DFC - Stanley Road Primary School	-14	14	0	0	0	0
DFC - Thornham St.James (CofE) School	-31	0	0	0	0	-31
DFC - Whitegate End Primary and Nursery School	-21	21	0	0	0	0
DFC - Woodhouses Vol Primary School	-12	12	0	0	0	0
DFC - Yew Tree Community School	-52	52	0	0	0	0
Transfers to Academies	42	0	0	0	0	42
Crompton School - Boiler Replacement	86	0	0	0	0	86
Firbank Nursery extension	71	0	0	0	0	71
ARP 3 Schools (Lyndhurst, St, Thomas & Coppice) HNPCA	90	0	0	0	0	90
Spring Brook Academy	64	0	0	0	0	64
Richmond & Northmoor Academy (Harmony HNPCA)	496	0	0	0	0	496
Capital - Schools - Secondary	**-1,004**	**1,993**	**0**	**0**	**0**	**989**
Bluecoat School - Safeguarding School Places	-1,169	1,169	0	0	0	0
DFC - Radclyffe School	-11	0	0	0	0	-11
DFC - Saddleworth School	-3	3	0	0	0	0
North Chadderton School Expansion	-422	422	0	0	0	0
Blessed John Henry Newman - Modular Classrooms	600	400	0	0	0	1,000

	2025 £000's	2026 £000's	2027 £000's	2028 £000's	2029 £000's	Grand Total £000's
Capital - Schools - Special	**244**	**9**	**0**	**0**	**0**	**254**
DFC - Kingsland School	-9	9	0	0	0	0
High Needs Provision in Mainstream (Woodlands/North Chadd/Werneth)	254	0	0	0	0	254
Capital - Schools New Build	**16**	**0**	**0**	**0**	**0**	**16**
Saddleworth School New Build (WH Shaw Site)	16	0	0	0	0	16
Place	**-46,257**	**42,659**	**3,577**	**243**	**362**	**584**
Capital - Asset Mgt - Asset Management	**-941**	**917**	**400**	**-237**	**107**	**245**
Corporate Property - Major Repair Works	0	0	0	-287	0	-287
Boroughwide - Flood Damaged Walkways/Footpaths, Bridges and Retaining Structures	-207	0	50	50	107	0
Alexandra Park Electrical Upgrade	-195	195	0	0	0	0
Dilapidations - Maple House / Whitney Court	-266	250	0	0	0	-16
Phase 2- Medlock Vale Aqueduct- structural defects / health & safety	-40	100	100	0	0	160
Phase 2- Thornley Brook Bridge- structural defects / health & safety	-42	100	250	0	0	308
Henshaw House Electrical Rewire	-72	72	0	0	0	0
Leisure Buildings - Royton Leisure Centre	3	0	0	0	0	3
Leisure Buildings - Saddleworth Pool & Leisure Centre	-200	200	0	0	0	0
Leisure Buildings - Oldham Leisure Centre	3	0	0	0	0	3
Leisure Buildings - Radclyffe Athletics Centre	75	0	0	0	0	75
Capital - Asset Mgt - Education Premises	**-1,417**	**585**	**186**	**389**	**256**	**-2**
Essential Condition Works - General Provision	-255	392	-395	475	256	472
Hodge Clough - Electrical Rewire	-390	0	390	0	0	0
Horton Mill Electrical Rewire	-300	0	0	300	0	0
Limehurst Primary - Underfloor heating	0	325	-325	0	0	0
Backlog Maint. - Rushcroft Primary School - Flood Mitigation	-91	33	33	34	0	9
Horton Mill - Heat Distribution	-56	-150	0	0	0	-206
Community Schools Kitchens - Equipment Upgrade	14	-5	-5	-5	0	-0
Springhead Primary - New Boiler and plant controls	0	-80	35	35	0	-10

	2025 £000's	2026 £000's	2027 £000's	2028 £000's	2029 £000's	Grand Total £000's
Christ Church Denshaw Heating Replacement	18	-350	350	0	0	18
Beever Street Heating Replacement	0	390	-390	0	0	0
Mather Street Electrical Rewire	20	0	180	-200	0	0
Bare Trees Primary Electrical Rewire	0	0	250	-250	0	0
St Thomas Werneth Primary School - Play Pitch Upgrade	-2	0	0	0	0	-2
Mills Hill Primary / Whitegate end - asbestos removal	0	0	34	0	0	34
Hey with Zion - Heating replacement	-264	0	0	0	0	-264
Kingsland School (Laurel Bank) - Heating	0	30	30	0	0	60
Horton Mill - Replace Hot/Cold pipes	-13	0	0	0	0	-13
The Radclyffe School Sports Hall	-100	0	0	0	0	-100
Friezland Primary School - Electrical Rewire	0	0	0	0	0	0
Mills Hill Primary School - Electrical upgrade	0	0	0	0	0	0
Capital - Boroughwide Developments	**-7,940**	**8,624**	**-859**	**92**	**0**	**-83**
Flexible Housing Fund	1,875	392	-2,267	0	0	0
Failsworth DC - Outstanding Compensations - General Provision	0	0	-92	0	0	-92
Northern Roots	-3,477	1,977	1,500	0	0	0
Disposal Programme - Pre Sales Expenditure (Strategic Regeneration)	-95	0	0	92	0	-3
Old Library Refurbishment - Phase 2	803	-803	0	0	0	0
Diggle Clock Tower - External repair	13	0	0	0	0	13
Foxdenton Hall – Essential health & safety works	-170	170	0	0	0	0
Alexandra Park Depot	-489	489	0	0	0	0
District Growth Funding	-3,900	3,900	0	0	0	0
Sports Town	-2,500	2,500	0	0	0	0
Capital - DP - Boroughwide	**-27**	**27**	**0**	**0**	**0**	**0**
LIF - Royton High Street Grants (App 8)	-27	27	0	0	0	0
Capital - Env - Cemeteries and Crematorium	**7**	**-7**	**0**	**0**	**0**	**0**
Mercury Abatement	7	0	0	0	0	7
Capital - Env - Parks & Open Spaces	**-339**	**111**	**0**	**0**	**0**	**-228**
Granby St Pitch	-11	11	0	0	0	0

	2025 £000's	2026 £000's	2027 £000's	2028 £000's	2029 £000's	Grand Total £000's
LIF - Sickle Street (R4-App 1)	-3	0	0	0	0	-3
LIF - Dogford Park (R4-App 14)	-5	0	0	0	0	-5
Stamford Drive play area, Woodhouses Playspace S106	-0	0	0	0	0	-0
LIF Berriesfield Outdoor Gym	-15	0	0	0	0	-15
Bolton Street Muga Refurb	-17	0	0	0	0	-17
LIF Healthy and Active Royton South	1	0	0	0	0	1
LIF Shaw Skateboard Park	-21	0	0	0	0	-21
LIF Waterhead Fruit Trail	-12	0	0	0	0	-12
LIF Werneth Park MUGA	-35	0	0	0	0	-35
LIF Holts Multi Use Games Area (MUGA) revival	-34	0	0	0	0	-34
LIF Royton Park Grow Hub	-7	0	0	0	0	-7
S106 Tree Planting Boroughwide	-132	100	0	0	0	-32
Community Orchards	-21	0	0	0	0	-21
UKSPF Active Routes	4	0	0	0	0	4
Shadowbrook/Sandringham Play Area	-2	0	0	0	0	-2
Crossley Playing Fields Car Park	-10	0	0	0	0	-10
Micro Wood, Granby Street Wetlands	21	0	0	0	0	21
Oldham Edge Play Area	-3	0	0	0	0	-3
Installation of a non-turf pitch at The Meadows Sports Courts	-17	0	0	0	0	-17
Dobcross Park	1	0	0	0	0	1
Stoneleigh Park Play Area	-30	0	0	0	0	-30
Improvement to Growing Hub (Dunwood Park)	-10	0	0	0	0	-10
Renovation of Tennis Courts	-5	0	0	0	0	-5
Failsworth Towpath	-14	0	0	0	0	-14
Moston Brook	-3	0	0	0	0	-3
Eldon Street Estate Play Area	32	0	0	0	0	32
Victoria St Pocket Park	10	0	0	0	0	10
Improving Facilities in Chadderton Hall Park	0	0	0	0	0	0

	2025 £000's	2026 £000's	2027 £000's	2028 £000's	2029 £000's	Grand Total £000's
Capital - Private Housing	**-5,552**	**4,552**	**0**	**0**	**0**	**-1,000**
Oldham Mumps-Princes Gate - New Homes	-5,552	4,552	0	0	0	-1,000
Capital - Private Housing (former HMRF)	**-150**	**150**	**0**	**0**	**0**	**0**
Equity Homes Loans	-150	150	0	0	0	0
Capital - Strategic Acquisitions	**-657**	**1,147**	**0**	**0**	**0**	**490**
Strategic Acquisitions- General Provision	-1,147	1,147	0	0	0	0
Acquisition of the Snipe Public House	490	0	0	0	0	490
Capital - Town Centre Developments	**-12,068**	**14,336**	**-1,266**	**0**	**0**	**1,003**
Performance Space (formerly Oldham Coliseum Theatre - Phase C)	-6,264	7,359	-1,096	0	0	0
Jubilee Park (Town Centre)	-3,207	3,207	0	0	0	0
GHNF Construction Grant	170	0	-170	0	0	0
George Square	-1,514	1,514	0	0	0	0
Old Town Hall (Oldham TC) – Capital Investment Programme	-82	82	0	0	0	0
Egyptian Room	3	0	0	0	0	3
Old Town Hall / Cultural Quarter	-2,475	475	0	0	0	-2,000
Town Centre Development Partner	801	199	0	0	0	1,000
Cultural Investment around Fairbottom Street	500	500	0	0	0	1,000
Community Regeneration Partnership Town Centre	0	1,000	0	0	0	1,000
Capital - Trans - Accident Reduction	**-329**	**311**	**0**	**0**	**0**	**-18**
Elk Mill Signalisation	-154	154	0	0	0	0
Chew Valley Road	-45	45	0	0	0	0
Hill Side Avenue Traffic Calming	-32	32	0	0	0	0
DFT ATF T2 Oldham Town Centre - Lees - Grotton Linear Park	2	0	0	0	0	2
Safety Barrier Enhancement (Boroughwide)	-80	80	0	0	0	0
Honeywell Lane	-20	0	0	0	0	-20
Capital - Trans - Bridges & Structures	**-8,172**	**4,920**	**3,060**	**0**	**0**	**-193**
Manchester Street Viaduct refurbishment	-4,664	1,664	3,000	0	0	0
Br063 Denshaw Bridge, Delph Road	-945	945	0	0	0	0

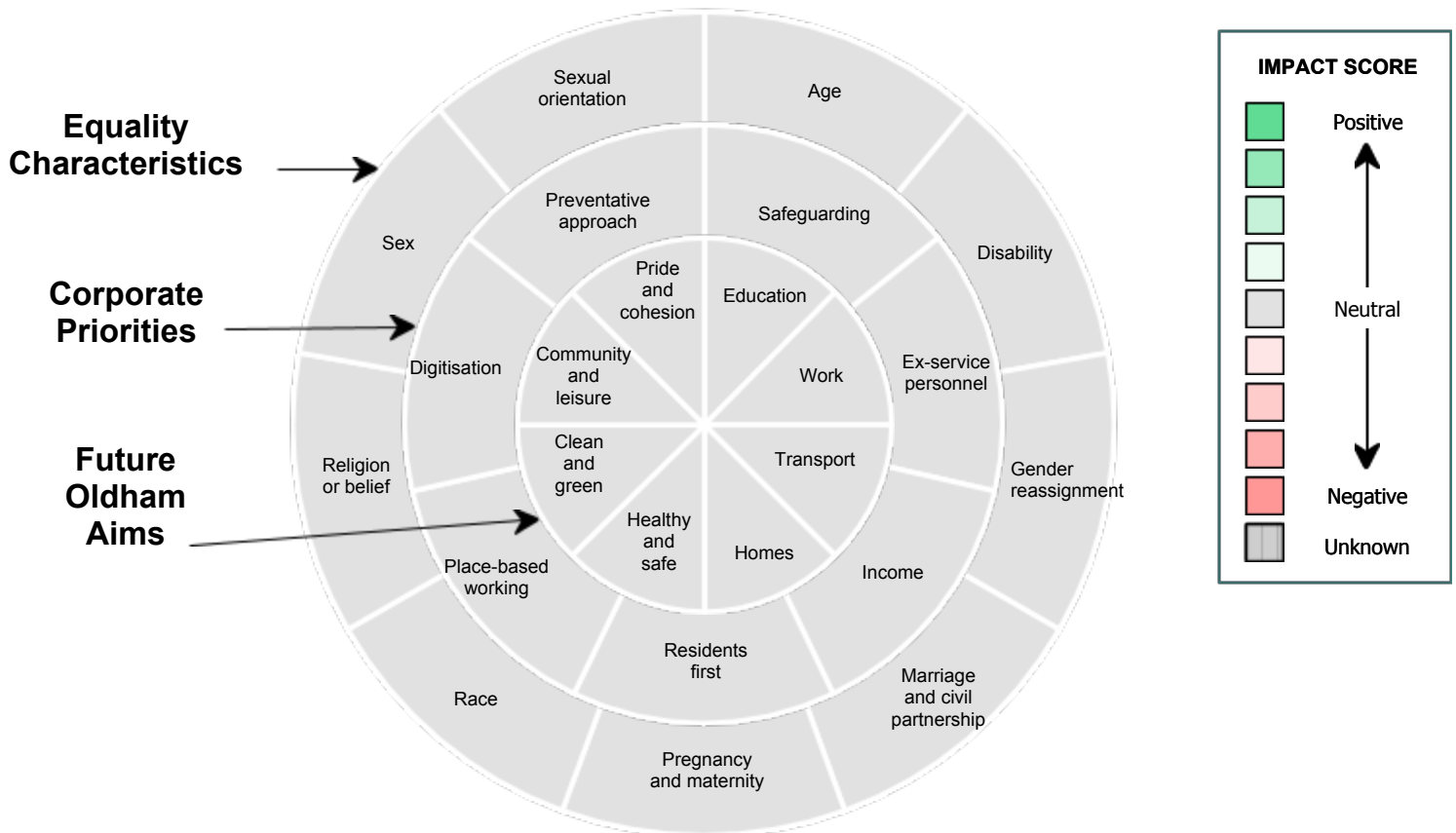
	2025 £000's	2026 £000's	2027 £000's	2028 £000's	2029 £000's	Grand Total £000's
Minor Structures Works	-144	144	0	0	0	0
Low Bridge Signing	-103	103	0	0	0	0
DFT CF Waterloo & Wellington Bridges	-375	375	0	0	0	0
River Irk Bridge	-245	245	0	0	0	0
Bridge Work - King Street Roundabout Footbridge	-1	0	0	0	0	-1
Br 504 Union Street West Footbridge	-0	0	0	0	0	-0
A62 Huddersfield Road, Scouthead (Near Doctor Lane)	-20	20	0	0	0	0
MCF T6 - Park Bridge NCN 626 to Ashton	-165	0	0	0	0	-165
Br75 Street Bridge Road Bridge	-419	419	0	0	0	0
Br131 Laurel Avenue Bridge	-424	424	0	0	0	0
Hunt Lane Railway Bridge	-195	195	0	0	0	0
Tame Bridge	-186	186	0	0	0	0
Preliminary assessment and design of priority structures	-68	8	60	0	0	-0
Dunham Street Bridge	-50	50	0	0	0	0
Warlow Brook Calvert	-100	100	0	0	0	0
Cop Road Embankment at traffic signals	-40	40	0	0	0	0
A62 Oldham Way- A669 Middleton Road Bridge Strengthening	-26	0	0	0	0	-26
Capital - Trans - Fleet Management	**74**	**-74**	**0**	**0**	**0**	**0**
Fleet Replacement Vehicles 7 years	74	-74	0	0	0	0
Capital - Trans - Highway Major Works/Drainage schemes	**-8,412**	**6,787**	**2,055**	**0**	**0**	**429**
Transport Investment	-1,240	1,346	631	0	0	736
Oldham Town Centre- Cheapside/West Street	-185	-72	0	0	0	-257
Oldham Town Centre - Rock Street Lord Street	-1,709	0	0	0	0	-1,709
Oldham Town Centre - Market Place	-1,189	1,797	1,424	0	0	2,033
Footway Improvements	-377	377	0	0	0	0
St Marys Way - Oldham Town Centre	-110	110	0	0	0	0
Oldham Mumps	-193	193	0	0	0	0
Beal Valley	-503	0	0	0	0	-503
MCF T6 - Royton Town Centre Connection	-722	607	0	0	0	-115

	2025 £000's	2026 £000's	2027 £000's	2028 £000's	2029 £000's	Grand Total £000's
MCF T6 - Park Road NCN 626 to Town Centre	-1,631	1,297	0	0	0	-333
CRSTS QBT Corridor Scheme	569	0	0	0	0	569
Highway Maintenance Schemes	-750	750	0	0	0	0
CRSTS Bus Stop Enhancements	6	0	0	0	0	6
MCF T6 - Oldham Town Centre Improvements	3	0	0	0	0	3
Partington Street, Failsworth – Traffic Calming	-19	19	0	0	0	0
Residential 20mph Speed Restrictions	-362	362	0	0	0	0
Capital - Trans - Minor Works	**-242**	**182**	**0**	**0**	**0**	**-60**
Integrated Minor highways & Traffic Management Schemes	-176	174	0	0	0	-2
LIF - Denshaw Road Safety Scheme (App 12)	-11	0	0	0	0	-11
MCF T6 - Chadderton Pedestrian & Cycle Access Improvements	-87	8	0	0	0	-80
Bee Network Crossings	-25	0	0	0	0	-25
CRSTS Bus Pinch Point Scheme - Grampian Way / Trent Road, Shaw	-2	0	0	0	0	-2
Broadway To Canal Link	60	0	0	0	0	60
Capital - Trans - Miscellaneous	**-93**	**93**	**0**	**0**	**0**	**0**
Minor Flood Damage Works	-7	7	0	0	0	0
CRSTS – EVCI Resource Funding	-77	77	0	0	0	0
Haven Lane - Traffic Calming / 20 mph zone	-9	9	0	0	0	0
Grand Total	**-53,187**	**46,835**	**6,648**	**-417**	**475**	**356**

	2025 £000's	2026 £000's	2027 £000's	2028 £000's	2029 £000's
People	**25**	**0**	**0**	**0**	**25**
Capital - Adult Services	**25**	**0**	**0**	**0**	**25**
DFG- Boroughwide	25	0	0	0	25
Place	**1,114**	**850**	**0**	**-363**	**1,602**
Capital - Asset Mgt - Asset Management	**263**	**100**	**0**	**-363**	**0**
Corporate Property – Major Repair Works (Priority 1)	0	0	0	-363	-363
Leisure Buildings - Failsworth Sports Centre	257	100	0	0	357
Leisure Buildings - Oldham Leisure Centre	-3	0	0	0	-3
Leisure Buildings - Radclyffe Athletics Centre	20	0	0	0	20
Leisure Buildings - Royton Leisure Centre	-3	0	0	0	-3
Leisure Buildings - Saddleworth Pool & Leisure Centre	-9	0	0	0	-9
Capital - Env - Parks	**750**	**750**	**0**	**0**	**1,500**
Pride in Place	750	750	0	0	1,500
Capital - Town Centre Developments	**0**	**0**	**0**	**0**	**0**
Old Town Hall / Cultural Quarter	0	0	0	0	0
Capital - Trans - Accident Reduction	**98**	**0**	**0**	**0**	**98**
Chew Valley Road	6	0	0	0	6
Obligations under Sec 39 Road Traffic Act	70	0	0	0	70
Traffic Calming of 20mph Greenfield	-6	0	0	0	-6
Wellyhole Street Traffic Calming S106	28	0	0	0	28
Wicken Tree Lane Width Restriction	-53	0	0	0	-53
Width Restriction, Wrigley Head, Failsworth	53	0	0	0	53
Capital - Trans - Highway Major Works/Drainage schemes	**-67**	**0**	**0**	**0**	**-67**
CRSTS Bus Stop Enhancements	4	0	0	0	4
MCF T6 - Oldham Town Centre Improvements	5	0	0	0	5
MCF T6 - Royton Town Centre Connection	-5	0	0	0	-5
Oldham Town Centre - Market Place	-549	0	0	0	-549
Oldham Town Centre- Cheapside/West Street	549	0	0	0	549

	2025 £000's	2026 £000's	2027 £000's	2028 £000's	2029 £000's
Speed Cushions	25	0	0	0	25
Transport Investment	-95	0	0	0	-95
Capital - Trans - Minor Works	**70**	**0**	**0**	**0**	**70**
Integrated Minor highways & Traffic Management Schemes	2	0	0	0	2
LIF - Burnley Lane Traffic Island (R2 App 1)	-3	0	0	0	-3
LIF - Denshaw Road Safety Scheme (App 12)	3	0	0	0	3
Public Rights of Way (PRoW) Improvements	68	0	0	0	68
Capital - Trans - Miscellaneous	**0**	**0**	**0**	**0**	**0**
A627 Boundary Park Subway	0	0	0	0	0
Grand Total	**1,139**	**850**	**0**	**-363**	**1,627**

Funding	**2**	**2**	**2**	**2**	**0**
Grant & Other	-875	-750	0	0	-1,625
Prudential Borrowing-Gen	-263	-100	0	363	0
Revenue	-2	0	0	0	-2
Capital Receipts	0	0	0	0	0
Grand Total	**-1,139**	**-850**	**0**	**363**	**-1,627**



Click to refresh Table

Annex 3- EIA: Financial Monitoring 25/26 (Qtr 3)

	Impact	Likelihood	Duration	Comment
Equality Characteristics				
Age	Neutral	Possible	Short Term	The report considers the 2025/26 financial position of the Council at Qtr 3 (31 December 2025) and as such, in isolation has no direct impact on Equality
Disability	Neutral	Possible	Short Term	As Above
Gender reassignment	Neutral	Possible	Short Term	As Above
Marriage and civil partnership	Neutral	Possible	Short Term	As Above
Pregnancy and maternity	Neutral	Possible	Short Term	As Above
Race	Neutral	Possible	Short Term	As Above
Religion or belief	Neutral	Possible	Short Term	As Above
Sex	Neutral	Possible	Short Term	As Above
Sexual orientation	Neutral	Possible	Short Term	As Above
Corporate Priorities				
Safeguarding	Neutral	Possible	Short Term	The report considers the 2025/26 financial position of the Council at Qtr 3 (31 December 2025) and as such, in isolation has no direct impact on Equality
Ex-service personnel	Neutral	Possible	Short Term	As Above
Income	Neutral	Possible	Short Term	As Above
Residents first	Neutral	Possible	Short Term	As Above
Place-based working	Neutral	Possible	Short Term	As Above
Digitisation	Neutral	Possible	Short Term	As Above
Preventative approach	Neutral	Possible	Short Term	As Above
Future Oldham Aims				
Education	Neutral	Possible	Short Term	The report considers the 2025/26 financial position of the Council at Qtr 3 (31 December 2025) and as such, in isolation has no direct impact on Equality
Work	Neutral	Possible	Short Term	As Above
Transport	Neutral	Possible	Short Term	As Above
Homes	Neutral	Possible	Short Term	As Above
Healthy and safe	Neutral	Possible	Short Term	As Above
Clean and green	Neutral	Possible	Short Term	As Above
Community and leisure	Neutral	Possible	Short Term	As Above
Pride and cohesion	Neutral	Possible	Short Term	As Above

Report to Cabinet

Revenue Budget 2026/27 and Medium Term Financial Strategy 2027/28 to 2028/29

Portfolio Holder: Cllr Abdul Jabbar MBE, Deputy Leader and Cabinet Member for Finance, Corporate Services and Sustainability

Officer Contact: Lee Walsh, Director of Finance and Section 151 Officer

Report Author: Vickie Lambert, Finance Manager
Email: vickie.lambert@oldham.gov.uk

23 February 2026

Reason for Decision

To provide Cabinet with the budget reduction requirement and the Administration's budget proposals for 2026/27 having regard to the Provisional Local Government Finance Settlement (PLGFS) published on 17 December 2025 and the subsequent Final Local Government Finance Settlement (LGFS) published on 9 February 2026. The report also presents the financial forecasts for the remainder of the Medium-Term Financial Strategy (MTFS) period 2028/27 to 2028/29 based on the Settlement information received from Central Government and provides an indicative narrative on the years 2029/30 and 2030/31 which are outside the LGFS period.

Executive Summary

This report presents the Council's Revenue Budget for 2026/27 together with the budget reduction requirement and the Administration's budget proposals for 2026/27 including Council Tax intentions. It also provides the financial forecasts for the MTFS period, 2027/28 to 2028/29 on the known settlement information and a high level indicative narrative for the years 2029/30 and 2030/31 which are outside the LGFS period. Included within this report are a number of budget reduction proposals for consideration and a budgeted transfer to reserves for the financial years 2026/27 to 2028/29 which is the second consecutive that the Council's revenue budget has been balanced without the need to use general revenue reserves to support it.

The Council has reviewed all the underlying assumptions in its approach to setting the revenue budget for 2026/27 onwards having regard for the impact of the Fair Funding Review 2.0 and the allocations published in the Local Government Finance Settlement. The revenue budget gap for 2026/27 is therefore revised to £20.301m. To balance the budget, a resources review has enabled budget adjustments of £10.196m, with Transformation Programme savings of £2.000m to be applied. £8.105m of budget reductions are proposed for delivery in 2026/27 which would balance the revenue budget position.

A version of the Revenue Budget 2026/27 and Medium-Term Financial Strategy 2027/28 to 2028/29 (based on the Provisional Local Government Finance Settlement (PLGFS) received on 17 December 2025) was presented to the Governance, Strategy and Resources Scrutiny Board on 28 January

2026. 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, and recommended them all to Cabinet.

A further meeting of the Scrutiny Board took place on 5 February 2026 which considered budget proposals put forward by the Liberal Democrat Party. The Board recommended these proposals to Cabinet.

Recommendations

That Cabinet approves and commends to Council:

1 The policy landscape and context in which the Council is setting its revenue budget for 2026/27;
2 The financial forecast for 2026/27 having regard to the Local Government Finance Settlements and associated funding announcements;
3 The Flexible Use of Capital Receipts at a value of £2.6m for 2026/27;
4 A proposed overall 2026/27 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 10 of the report;
5 The Transformation Programme savings for 2026/27 at £2.000m
6 The 2026/27 Budget Reduction proposals at a value of £8.105m;
7 The proposed transfer to reserves of £1.600m in 2026/27 to improve the financial robustness of the Council;
8 The proposal to draw on the Collection Fund for major preceptors of £155.564m for Borough Wide services and £129.237m for Council services;
9 The proposed net revenue expenditure budget for 2026/27 for the Council set at £368.053m;
10 The proposed fees and charges as set out in the schedule included at **Appendix 8**; and
11 The level of general fund balances supporting the 2026/27 budget of £18.865m underpinned by the agreed policy on Reserves.

That Cabinet notes:

1 The alternative budget reduction proposals presented as part of the Liberal Democrat budget, which was scrutinised by the Governance, Strategy and Resources Scrutiny Board on 5 February 2026.

Revenue Budget 2026/27 and Medium Term Financial Strategy 2027/28 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 and aligns with the Council's corporate plan. These plans form part of the Council's Medium Term Financial Strategy (MTFS) which sets out a financial forecast for the period 2026/27 to 2028/29. The first part of this report focuses on the first year of the MTFS period and at Section 16 sets out a forecast for the final two years, 2027/28 to 2028/29 of the settlement period with and indicative budget position for the years 2029/30 and 2030/31 which are outside the current settlement period.

1.2 The Provisional Local Government Finance Settlement and associated funding announcements were received on 17 December 2025, with the Final Local Government Finance Settlement being received on 9 February 2026. This was the first multi-year settlement since 2016/17 and provides actual allocations for 2026/27 and indicative allocations for the two years 2027/28 and 2028/29. Forecasts for 2026/27 have been updated using actual funding information (where available) and the 2027/28 to 2028/29 estimates have been revised using information in the LGFS and the Policy Statement. These revised estimates are presented in this report.

1.3 In addition to the cost pressures that were anticipated when the initial estimates for 2026/27 and future years were prepared, this financial year has seen further financial challenges. The challenges include:

- Continued increase in costs and the number of placements within Children's Services;
- Continued increase in costs and demand for Adult Social Care services; and
- Increased costs of maintaining the Council's property portfolio.

1.4 When the initial 2026/27 MTFS was prepared, the forward estimates took account of the ongoing demand pressures detailed above, but as has been reported widely throughout the financial year, demand from and complexity of care required for our residents particularly in the area of social care services has continued to place significant additional pressures on the budget in 2025/26 and subsequently beyond. In year mitigations have been implemented throughout the financial year to address the financial pressures which have had a positive impact on the revenue forecast outturn yet, as detailed in the Quarter 3 budget monitoring report (included on the agenda), the forecast position is still expected to end with an adverse revenue position at the end of the financial year. Any in year overspend will impact on the level of reserves available to support the budget on an ongoing basis and the reserves available by 2026/27 are outlined in Section 13.

1.5 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.

1.6 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.

2 Oldham Council Policies and Strategies

2.1 Framing budget setting for 2026/27 and future years are the Co-operative Council ethos, the Council's Corporate Plan Ready for the Future, and the Oldham Partnership's plan Pride, Progress, Partnership. The delivery of the objectives the Council has set must be considered alongside the requirement to reduce operating costs through a programme of transformation and change, while working within the financial framework of the Constitution and Rules of Procedure.

The Council's Corporate Plan

2.2 Oldham Council's Corporate Plan for 2024–27, Ready for the Future, was approved by Council on 6 November 2024. It sets out how the Council will maximise the impact of its resources and activity to improve the lives of residents over the next three years. The plan is aligned to the Oldham Partnership's borough-wide plan Pride, Progress, Partnership, and focuses on responding to the needs and aspirations of Oldham's communities. It explains how the Council will contribute to the Partnership's missions, live its organisational values and behaviours, and create the right conditions for success.

2.3 Ready for the Future and Pride, Progress, Partnership were developed in parallel to ensure that the Council's priorities for 2024–27 align with Oldham's wider ambitions for the borough. This alignment ensures the most effective and efficient use of resources to improve outcomes for residents.

2.4 Oldham's Corporate Plan centres around the three missions in the Oldham Plan:

i. **Healthier, Happier Lives**: In Oldham, every individual matters. To build a community where everyone has access to the care, support, and opportunities they need to live a good life. The Council is committed to tackling poverty, improving health and well-being, providing high-quality social care, and promoting lifelong education.

ii. **Great Place to Live**: Oldham is a place where people love to live, and the Council is committed to building on that pride by providing more affordable, quality homes, improving public spaces, and creating a strong local economy with vibrant communities that get on well.

iii. **Green and Growing**: Oldham will be a place where economic growth benefits all residents, creating opportunities for businesses to succeed while ensuring Oldham's community and environment thrive. Attracting new investment, supporting local businesses, and leading in green technologies will generate quality job opportunities and equip people with the skills they need to succeed.

2.5 To achieve the Council's missions and deliver the best outcomes for the people of Oldham, the Council must create the right conditions for success. The four pillars of change will support the implementation of the Council's strategy, driving change and improvement programme forward. These tools and approaches ensure that the Council remains dynamic and responsive, as it navigates the complex and evolving landscape of local government in the UK. The four pillars of change are:

i. Efficiency and Value for Money
ii. Capacity Building
iii. Prevention and Early Help
iv. Digital

2.6 These pillars are crucial to the successful delivery of the Corporate Plan, helping turn our ambitions into reality. By focusing on these, the Council will build a strong foundation that allows it to adapt, innovate, and lead the way in local government.

2.7 The 2026/27 budget process has been framed around the Corporate Plan and Oldham Plan with the preparation of the 2026/27 revenue budget (including budget reduction proposals), the MTFS and the capital strategy having regard to the three priorities and four missions and how these can be delivered.

Constitution and Rules of Procedure

2.8 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 2026/27 Revenue Budget.

Budget and Policy Framework Procedure Rules

2.9 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 Fair Funding Review and National Business Rates Reset

3.1 During 2025/26, the Government have been working with Local Authorities to deliver on its commitment to a fairer funding system across Local Government ensuring that areas of high need and high deprivation are allocated the funding needed to deliver the services that residents need. A substantial consultation was undertaken over the summer months with Oldham's response to the consultation questions submitted by the deadline in August.

3.2 Outcomes from the Fair Funding Review consultation have informed the Policy Statement and Local Government Finance Settlement for 2026/27 to 2028/29.

3.3 Alongside the work around Fair Funding, the Government have also been reviewing the Business Rates System with an intention to realign Business Rates growth nationally. Oldham is part of the ten-year Greater Manchester 100% Business Rates Retention Scheme which holds any growth it generates across the region to invest locally. Further details on the National Business Rates Reset and the impact on Oldham is detailed later within this report.

4 Local Government Finance Policy Statement, Provisional and Final Local Government Finance Settlements

4.1 On 20 November 2025, the Local Government Finance Policy Statement was published. This long-awaited Statement confirmed the Government's intention to deliver on fairer funding and a simpler finance system for Local Government. Despite indications from Central Government that the Policy Statement would include enough detail to enable Councils to understand the impacts on their financial position for the 2026/27 financial year onwards, this was not the case making it difficult for the Council to update its estimates with any certainty.

4.2 Whilst the Policy Statement had not contained the information needed to update estimates, it did confirm the Government's intention to deliver a multi-year settlement and provide indicative funding allocations for 2026/27 to 2028/29 in line with the current spending review period. The statement also provided information around the outcomes of the Fair Funding Review 2.0 consultation that had taken place over the summer months. Furthermore, the Government announced that the Recovery Grant allocated in 2025/26 at £8.010m was to continue for 2026/27 to 2028/29 at this amount. This funding was unexpected and was welcomed by the Council.

4.3 The Policy Statement did not include the required information on the National Business Rates Reset and confirmed that this would be included within the Provisional Local Government Finance Settlement.

4.4 The eagerly awaited 2026/27 Provisional Local Government Finance Settlement (PLGFS) was released on 17 December 2025. It was announced by the Secretary of State for Housing, Communities and Local Government the Rt. Hon Steve Reed OBE MP, and set out the Government's formal proposals for the funding of English Local Authorities in 2026/27.

4.5 As expected, this was the first multi-year Local Government Finance Settlement since 2016/17 and delivered on the Government's promise to provide Local Government with indicative funding indications over the medium term to assist with budget setting and work on financial resilience.

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

- Baseline funding levels for 2026/27 with indicative levels for 2027/28 and 2028/29.
- Council Tax referendum limits.
- Grants for 2026/27 and indicative allocations for 2027/28 and 2028/29.

4.7 The PLGFS acted on the Government's commitment to deliver a Fairer Funding system for Local Government ensuring resources are available to those areas that need it the most, like Oldham, that have high needs and high deprivation and a low tax base. Alongside this, the Government has also delivered a National Business Rates Reset which realigned business rates growth across the whole system.

4.8 Councils had the opportunity to submit consultation comments on the Provisional Settlement. The Government issued seven specific consultation questions in relation to the Settlement to which a response was requested by 14 January 2025. The Council submitted a response by the deadline.

4.9 Published alongside the PLGFS was the Government's estimates of Core Spending Power (CSP). This is the Government's assessment of the expected revenue resources available to Local Authorities from 2026/27 to 2028/29 using Office of Budget Responsibility estimates. Within the Core Spending Power, the Government assumes in its calculations that Authorities will increase Council Tax by the maximum allowed each year.

4.10 The Government's intention through the Settlement is to deliver major reform to the Local Government finance system by:

- Making £84.6bn available in the Core Spending Power for Local Authorities by 2028/29
- Align funding with need and deprivation
- Target preventative investment in Children's Social Care reform – one of the fastest growing pressures on Council budgets
- Simplifying 36 funding streams over £56bn (over three years) which will give Council's greater certainty and flexibility – supporting them to meet local needs

4.11 The Final Local Government Finance Settlement was published on 9 February 2026 and confirmed the majority of the funding information released in the PLGFS. A slight increase to the Homelessness, Rough Sleeping and Domestic Abuse element within the Core Spending Power generated a slight uplift to the total for Oldham. The LGFS included detail by individual Authority and the final amounts for Oldham are shown below.

Table 1: Oldham Core Spending Power

Oldham					
Illustrative Core Spending Power of Local Government:					
	2024-25 £ millions	2025-26 £ millions	2026-27 £ millions	2027-28 £ millions	2028-29 £ millions
Fair Funding Allocation[1]	0.0	0.0	190.1	206.8	223.6
of which: Baseline Funding Level	0.0	0.0	101.3	103.6	105.7
of which: Revenue Support Grant[2]	0.0	0.0	75.1	103.3	117.9
of which: Local Authority Better Care Grant[3]	0.0	0.0	13.8	-	-
Legacy Funding Assessment	161.0	169.5	0.0	0.0	0.0
of which: Legacy Business Rates[4]	93.0	94.6	0.0	0.0	0.0
of which: Legacy Grant Funding[5]	56.8	61.1	0.0	0.0	0.0
of which: Local Authority Better Care Grant	11.2	13.8	0.0	0.0	0.0
Council tax requirement[6,7]	116.2	122.2	129.6	137.4	145.7
Homelessness, Rough Sleeping and Domestic Abuse[8,9]	1.2	1.8	2.5	2.7	3.0
Families First Partnership[10]	1.8	4.0	6.2	6.2	5.3
Total Transitional Protections[11]	0.0	0.0	0.0	0.0	0.0
of which: 95% income protection	0.0	0.0	0.0	0.0	0.0
of which: 100% income protection	0.0	0.0	0.0	0.0	0.0
of which: Fire and Rescue real-terms floor	0.0	0.0	0.0	0.0	0.0
Grants rolled in to Revenue Support Grant[12]	1.5	1.9	0.0	0.0	0.0
Total Recovery Grant Allocation	0.0	8.0	8.010	8.0	8.0
of which: Recovery Grant	0.0	8.0	8.0	8.0	8.0
of which: Recovery Grant Guarantee[13]	0.0	0.0	0.0	0.0	0.0
of which: Recovery Grant Uplift[13]	0.0	0.0	0.0	0.0	0.0
Adjustment Support Grant	0.0	0.0	0.0	0.0	0.0
Mayoral Capacity Fund	0.0	0.0	0.0	0.0	0.0
Core Spending Power	**281.6**	**307.4**	**336.4**	**361.1**	**385.6**
Core Spending Power year-on-year change (£ millions)		25.8	29.0	24.7	24.5
Core Spending Power year-on-year change (%)		9.2%	9.4%	7.4%	6.8%
Core Spending Power change since 2024 (£ millions)		25.8	54.8	79.6	104.1
Core Spending Power change since 2024 (%)		9.2%	19.5%	28.3%	37.0%
Core Spending Power change since 2025 (%)			9.4%	17.5%	25.5%

4.12 For Oldham, CSP has increased from £307.4m to £336.4m between 2025/26 and 2026/27.

4.13 Whilst the Core Spending Power implies the Council has £29m more resources than in 2025/26, the Government's CSP figures for 2026/27 onwards includes the roll in of a significant number of grants that the Council already receives outside of CSP. These grants include (but are not limited to) the Social Care Grant, Market Sustainability and Improvement Fund and New Homes Bonus. Further details on grants can be found later within this report.

4.14 Within the CSP is £8.010m of Recovery Grant which the Government confirmed as part of the Policy Statement in November and will be paid at a cash flat level for the period 2026/27 to 2028/29.

4.15 Also included within the LGFS was information regarding Referendum Limits for Council Tax increases. Details of these limits are included at Section 9 of this report.

5 2025/26 Revised Budget and Year End Forecasts

5.1 The Authority's 2025/26 revenue budget was approved by Council on 6 March 2025 with a net revenue budget of £322.928m funded through a combination of government grants, Council Tax, and Business Rates.

5.2 Under established budget procedures all services are required to monitor and review their approved budgets during the financial year. As part of this process, forecasts of the year-end

position are prepared by all services. The latest forecast is based on the projected year end position as at the end of Month 9. The Directorate forecasts include all known commitments, issues, and planned management actions.

Forecast Position

5.3 The current net revenue budget is £325.486m which has increased since the base budget was set as result of additional unringfenced grant income being received by the Council. Since Quarter 2, there has been an additional £1.474m allocated as detailed in the table below:

Table 2: 2025/26 Additional funding allocated since Quarter 2

Movement in Funding	£000
DATRIG (inc Rough Sleeping Drug & Alcohol Grant	(1,030)
Individual Placement and Support Grant	(67)
Public Health Grant	(31)
Local Authorities Social Services Grants	(201)
Supporting Chagossian British Citizens Grant	(17)
Families First Programme Transformation Grant	(128)
Net Movement in Funding	**(1,474)**

5.4 The forecast position at Month 9 (Qtr 3) of £15.199m is detailed in the table below. Management actions continue to have a positive impact on the projected position with the forecast adverse outturn improving by £5.894m from that reported at the end of Quarter 2. Senior Leaders and officers continue to seek out and implement further actions to reduce this gap however there still remains a significant projected budget overspend which will impact on the size of the budget gap in the Medium-Term Financial Strategy for 2026/27 and future years and the level of Earmarked Reserves.

Table 3: Summary of 2025/26 Quarter 3 Projected Revenue Outturn

Directorate	Annual Budget £000	Annual Forecast £000	Annual Variance reported at Quarter 3 £000
Adult Social Care	82,892	91,889	8,996
Children's Services	88,546	93,952	5,407
Public Health	24,830	24,503	(327)
Place	71,803	76,366	4,563
Corporate Services	35,481	34,414	(1,067)
Capital, Treasury and Technical Accounting	21,934	19,561	(2,373)
NET EXPENDITURE	**325,486**	**340,685**	**15,199**
Financed By:			
Locally Generated Income	(181,158)	(181,158)	-
Government Grants	(145,358)	(145,358)	-
Collection Fund Deficit	1,030	1,030	-
TOTAL FINANCING	**(325,486)**	**(325,486)**	**-**
OVERALL PROJECTED VARIANCE	**-**	**15,199**	**15,199**

5.5 As reported over the last two financial years, there are three areas which continue to forecast significant pressures;

- Adult Social Care is reporting a pressure of £8.996m at the end of Quarter 3 (£10.475m at the end of Quarter 2).
- Children's Services is reporting a pressure at the end of Quarter 3 at £5.407m (£5.308m at the end of Quarter 2).
- Place is reporting a pressure of £4.563m at the end of Quarter 3 (£5.578m at the end of Quarter 2).

5.6 Approved at Budget Council in March 2025, significant growth was added to the revenue base budget at £43.185m of which Adult Social Care was allocated £15.264m (35%) and Children's Services was allocated £16.831m (39%). At the same Council meeting budget savings were approved across all Directorates. When these savings are applied, the overall net increase was £6.776m for Adult Social Care and £13.170m for Children's Services. Further details on growth for the 2026/27 financial year is included later within this report.

5.7 The increasing need for use of the Council's services from residents and businesses, the complexity of the support needed, and inflationary costs continue to put pressure on service budgets as demonstrated by the Quarter 3 forecast outturn position. These pressures, in the main driven by escalating costs in essential statutory services supporting the most vulnerable residents, reflect the broader challenges the Council and numerous Councils across the country are facing. This is particularly acute in statutory and heavily inspected services where there is little flexibility to mitigate rising costs, for example increasing pressures on social care budgets due to the support needs of vulnerable children and complexity in the needs of adult requiring support. There is also an increasing need to support children with Special Educational Needs (SEND) and whilst significant work has been done in the last 12 months, homelessness presentations and use of temporary accommodation is still of concern given the numbers accessing this service.

5.8 The current projected position as at the end of Quarter 3, shows a potentially significant adverse position by the end of the financial year but which has improved from the position previously reported. The Council is currently exploring opportunities in conjunction with its external treasury advisors to look at our current policy on capitalising interest costs for assets under construction. This could generate a potential revenue adjustment to the Council which would reduce the forecast adverse variance for 2025/26. The outcome of this work will be reported to Cabinet in the Month 10 revenue monitoring report. Any adverse variance by the end of the 2025/26 financial year will require an unbudgeted use of General Revenue Usable Reserves to balance the position which will impact on the Council's financial resilience. Further details on the level of reserves and the robustness of the revenue budget for 2026/27 is included later within this report.

6 Summary Budget Position for 2026/27

6.1 The 2025/26 revenue base budget was the first annual budget that had been set without the need to use general revenue reserves to balance the position for a number of years. This was a significant step forward for the Council with regard to its financial resilience and the need to retain revenue reserves at a sustainable level. This has been an overriding consideration when setting the budget for 2026/27 along with the requirement to continue the process of replenishing the Council's overall level of revenue reserves.

6.2 The proposed budget for 2026/27 seeks to meet these financial objectives whilst at the same time ensuring that services to residents are impacted as little as possible. A series of budget reduction proposals are proposed which are detailed further within this report, which together with a review of all revenue grant resources and the fair funding announced in the Settlement has enabled the Council to budget a replenishment of revenue reserves for each year of the MTFS.

6.3 If the proposals to balance the revenue budget for 2026/27 in this report are approved, there will be a balanced revenue budget position with a forecast transfer to reserves. A summary of the revenue budget position is included below:

Table 4: Summary Budget Position

	2026/27 £000
Budget Gap as at Budget Council	**8,982**
Revision to expenditure estimates	
Pay	1,555
Demand	5,859
Pressures	14,069
Passport of grants rolled in	12,156
Technical adjustments	812
Transfer to Reserves	1,600
Total Expenditure Adjustments including levies	**36,051**
Revision to income estimates	
Financing Changes	**(24,732)**
Budget Gap	**20,301**

6.4 Details of the key adjustments are set out in sections 7 to 9 below. The indicative budget for 2026/27 is contained at **Appendix 9**.

7 Expenditure Adjustments

7.1 As part of the budget setting process for 2026/27 to 2028/29 over the settlement period, a number of budget adjustments have been identified during the preparation of the 2026/27 revenue budget and the forecast budgets for 2027/28 and 2028/29. For 2026/27, these total £66.147m excluding levy adjustments, an increase of £36.277m compared to the 6 March Council report. The table below presents the changes for 2026/27 with explanations contained in the following narrative. Details of the 2027/28 and 2028/29 adjustments are included later within this report.

Table 5: 2026/27 Expenditure Adjustments

Expenditure Adjustments	Budget Council 2026/27 £000	2026/27 Revisions £000	2026/27 Revised Base £000
Price			
Pay Inflation including National Insurance	10,129	(4,465)	5,664
Adult Social Care - Impact of National Living Wage Foundation Living Wage commitment	4,000	1,352	5,352
Contractual Inflation - Private Finance Initiatives	300	357	657
Contractual Inflation - ICT Licenses	0	1,264	1,264
Contractual Inflation - Children's Social Care	0	2,420	2,420
Contractual Inflation - Others	0	454	454
Service Inflation	1,000	174	1,174
Energy Price Inflation	500	0	500
Demand			
Adult Social Care Demand Pressures - Demographics	4,107	427	4,533
Childrens' Services Demand Pressures	2,000	182	2,182
Place Pressures / Income	0	2,500	2,500
Council Wide Volatility Base Provision	0	2,500	2,500
Street Cleaning investment	0	250	250
Pressures			
Children's Investment Plan	0	5,459	5,459
Children's Services Pressure - Income	0	2,421	2,421
Adult Social Care Pressures	0	3,025	3,025
Previous Years Budget Reductions not delivered - Red and Amber	0	3,164	3,164
Settlement Changes - Expenditure Previously Funded from Grants			
Adult Social Care - Market Sustainability and Improvement Fund	4,910	0	4,910
Homelessness, Rough Sleeping and Domestic Abuse Grant	0	1,865	1,865
Children, Families and Youth Grant	0	3,006	3,006
Public Health Grant	0	1,538	1,538
Crisis & Resilience Fund	0	5,747	5,747
Technical Adjustments			
Transformation Programme	0	5,000	5,000
Capital Charges	2,910	(1,076)	1,834
Employer Pension Contribution Rate Reduction	0	(3,219)	(3,219)
Increased Expenditure Funded by the passporting of Public Health Grant	0	322	322
Revised Parish Precept Expenditure (offset by Parish Precept income)	14	10	24
Budgeted Transfer to General Revenue Reserves	0	1,600	1,600
Total Expenditure Adjustments excluding levies	**29,869**	**36,277**	**66,147**

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

Price Assumptions

a) **Pay Inflation**
The pay increase for 2026/27 to 2028/29 is estimated at 3% per annum which equates to an additional budget requirement of £5.664m for 2026/27. Any increase to the percentage rate agreed for pay inflation will increase the expenditure budget required. There has been no agreement yet made for 2026/27.

b) **Adult Social Care - Impact of National Living Wage Foundation Living Wage commitment**
Along with some GM authorities, the Council pays Care Providers the Foundation Living Wage, as opposed to the National Minimum Wage for their staff. The Foundation Living Wage will increase from 1 May 2026 going from a rate of £12.60 to £13.45 per hour, an increase of 6.7%. The additional budgetary provision required for this rate increase is £5.352m for 2026/27.

c) **Contractual Inflation - Private Finance Initiatives**
The Council has several Private Finance Initiatives which include contractual inflationary increases in line with Consumer Price Index (CPI) or Retail Price Index (RPI). The additional budget requirement for 2026/27 in this regard is £0.657m.

d) **Contractual Inflation – ICT Licenses**
The additional budgetary provision required for the Council's ICT Licenses in 2026/27 is £1.264m. This will allow the Council to maximise the capability of the applications and security to generate efficiencies.

e) **Contractual Inflation – Children's Social Care**
The Council commissions external providers to provide fostering and residential placements for our children and young people when needed. Dependent on the placement provided, the inflationary increase applied each financial year can vary. Based upon the latest information it is estimated that the additional budget required for 2026/27 is £2.420m.

f) **Contractual Inflation – Others**
There are several other contracts that the Council holds and for which an inflationary increase is applied. For 2026/27, and additional £0.454m of base budget provision is required.

g) **Service Inflation**
A general inflation rate has been applied to relevant budgets for 2026/27 resulting in an additional £1.174m budget requirement.

h) **Energy Price Inflation**
The Council fixes its energy costs in advance using its block purchasing arrangement with the Crown Commercial Service and the budgeted cost for 2026/27 reflects known increases that will take effect in the next financial year.

Demand Assumptions

i) **Adult Social Care Demand Pressures - Demographics**
Based upon an assessment of demand using current cases, trend analysis and expected changes in cohorts, an increase in budget provision for Adult Social Care of £4.533m is required for 2026/27. As a demand led service, this area is subject to changes depending upon client needs. The budget estimate provided is based upon best knowledge available.

j) **Children's Services Demand Pressures**
An assessment of future need based on potential entry to care and the current placements of children within the Children's Social Care service has been undertaken which has resulted in an additional £2.182m of revenue base budget being required for the 2026/27 financial year. Like Adult Social Care, this is demand led service statutory service where costs are driven by the type of placements needed. The budgetary provision provided has been assessed based using the most recent information available to the Council.

k) **Place Pressures / Income**
As shown at Section 5, the Place Directorate is forecasting an adverse variance for 2025/26. After review, a 2026/27 base budget uplift to meet the demand for services within this Directorate is required at a value of £2.500m.

l) **Council Wide Volatility Base Provision**
As highlighted above, the Council has a number of demand led statutory services where individual client needs drives cost. Whilst every effort is taken to use the most appropriate and up to date information to provide a robust base budget for these areas, changes to cohorts and demand for specialist and expensive external placements can impact on the budget provision. To mitigate the risk of these changes and to manage the budget position during the financial year and remove the need to use reserves, a permanent base budget provision for volatility has been included within the Council's revenue base budget. Use of this budget provision by a service will be temporary to mitigate the impact of any cost changes in year whilst permanent adjustments can be made. This provision will be held corporately.

m) **Street Cleaning Investment**
As highlighted above, the Council has regular reports on the ever-increasing litter and fly tipping incidents across the borough. Current resources are deployed in both planned and reactive maintenance regimes however, this additional investment of £0.250m will see the introduction of a rapid action team and will bring new apprentices into the service.

Pressures Assumptions

n) **Children's Investment Plan**
Over the last few years, the Council's Children's Services has been on an improvement journey which required financial investment. This investment was funded through expected returns realised as improvements across the service were made. At the same time, the demand and complexity of need, coupled with sufficiency across the care sector has impacted on the ability to generate the returns on this investment. After assessment, the temporary investment of funding previously made is to be made permanent providing the base budget required for this area. This 2026/27 permanent investment is at a value of £5.459m.

o) **Children's Services Pressure - Income**
From January 2026, the Council will have nil financial contributions towards Social Care placements from Health for the current cohort of Children Looked After. (This could vary for any new children who meet CHC funding criteria, or alternatively any existing children whose circumstances change) As a result, the income budget held within this area becomes unachievable and needs to be removed from the base budget. The value of this pressure is £2.421m.

p) **Adult Social Care Pressures**
As reported within the Council's revenue monitoring report, particularly during 2024/25 and 2025/26, Adult Social Care have reported a significant adverse position. This is not something that can be sustained and therefore a full review of budgets for this area has been undertaken and it has been assessed that an additional base budget uplift for 2026/27 is required at £3.025m to provide the required resources for this Directorate.

q) **Previous Years Budget Reductions not delivered - Red and Amber**
Included within the revenue budget monitoring report as at the end of Quarter 3 (included elsewhere on the agenda) is an update on the delivery of the 2025/26 approved budget reductions. As at the end December 2025, 80% have been delivered with 20% rated Red or Amber. Whilst the organisation continues its work to achieve the budget reductions required in 2025/26, non-delivery will have an adverse effect on the 2026/27 base budget. Therefore, £3.164m of base budget provision has been included within the Council's revenue budget for 2026/27. Once the final year end position is known a reconciliation will be conducted and any remaining budget will be transferred to the Council Wide Volatility budget. The final position will be reported in the Revenue Monitor and Capital Investment Programme 2025/26 report to Cabinet early in the 2026/27 financial year.

Settlement Changes - Expenditure Previously Funded from Grants

r) **Expenditure Previously Funded from Grants**
As detailed earlier within this report, several grants that had been previously received by the Council as ringfenced funding have now been consolidated into four new grants for which funding will be allocated as part of Local Government Finance Settlement. As this now forms part of the base funding for the Council, the relevant expenditure budgets for these grants are required to be included. Several of these grants had already been included within the Council's MTFS and therefore the values included are the amounts above those that had already been accounted. The total amount added is £16.784m of which:

- Adult Social Care - Market Sustainability and Improvement Fund £4.910m
- Homelessness, Rough Sleeping and Domestic Abuse Grant £1.865m
- Children, Families and Youth Grant £3.006m
- Public Health Grant £1.538m
- Crisis and Resilience Fund £5.747m

Technical Adjustments

s) **Transformation Programme**
A refreshed transformation programme for the Council will be in place from April 2026 with significant opportunities already identified across the Adults and Children's Social Care services. To enable the delivery of budget reductions included with this Council's MTFS, an investment is required to ensure resources are available which will enable delivery. This is included at value of £5.000m for 2026/27.

t) **Capital Charges**
This increase is required to fund the revenue consequences arising from planned capital expenditure. The requirement for 2026/27 is reduced by £1.076m to £1.834m.

u) **Employer Pension Contribution Rate Reduction**
The current triennial period ends on the 31 March 2026 for employer pension contributions to the Greater Manchester Pension Fund (GMPF). All Greater Manchester authorities have been in liaison with GMPF to agree a pension rate for the period 2026/27 to 2028/29. A rate of 15.5% has been agreed for Oldham which is reduced from 19%. This rate reduction results in an expenditure saving of £3.219m.

v) **Increased expenditure funded by the passporting of Public Health Grant**
As detailed within the Council's LGFS, the Council's Public Health Grant allocation for 2026/27 has increased by £0.332m.

w) **Revised Parish/Town Precept Expenditure (offset by Parish/Town Precept income)**
This increase for the two Parish/ Town Councils is due to the increase in taxbase numbers for 2026/27 and changes to their respective precepts. Any expenditure increase is offset by an increase in income, and therefore the impact to the Council overall is nil.

x) **Budgeted transfer to General Revenue Reserves**
The Council has been required to use general revenue reserves to balance the revenue budget over several years which has reduced its financial resilience. To increase the Council's financial resilience over the life of the MTFS, a budgeted transfer to general revenue reserves is to be completed. For 2026/27 this will be at a value of £1.600m.

Levies

7.3 Members will be aware that the Greater Manchester Combined Authority (GMCA) 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 such levies and statutory charges.

Summary of Levies/Contributions

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

Table 6: Impact of Levies

Impact of Levies, the Statutory Charge and Contributions	Budget Council 2026/27 £000	2026/27 Revisions £000	2026/27 Revised Base £000
Projected Change to GMCA Levy budgets	1,121	(226)	895
Environment Agency Levy	3	0	3
Total Impact of Levies, the Statutory Charge and Contributions	**1,124**	**(226)**	**898**

7.5 The levies for GMCA services were confirmed at their meeting of 13 February 2026 with the Environment Agency levy being confirmed on 12 February 2026.

7.6 Members should also note that following on from returns made during 2025/26, there are further proposals to return a proportion of the reserves held in respect of the GM Waste Disposal Authority. It is proposed that any return of funding received be transferred to reserves in line with previous such distributions in order to replenish reserves and increase the Council's financial resilience.

8 Main Government Grants Announced in or Derived from the Provisional and Final Local Government Finance Settlements

8.1 The LGFS provided information about the Government Grants the Council will receive for 2026/27. The following paragraphs provide further detail on this funding.

Summary of Unringfenced Government Grants

8.2 A summary of all grants notified as included in the LGFS is shown in the table below. The total of this funding equals £153.152m which is £3.298m higher than the forecasts presented to Budget Council on 6 March 2025.

Table 7: Summary of Unringfenced Government Grants

Government Grant	Budget Council 2026/27 £000	2026/27 Revisions £000	2026/27 Revised Base £000
Business Rates Top Up Grant	(86,405)	(24,595)	(111,000)
Grant in Lieu of Business Rates	(10,376)	10,376	0
Local Authority Better Care Fund Grant	0	(13,802)	(13,802)
Extended Producer Responsibility for Packaging Scheme	(1,500)	(514)	(2,014)
Homelessness, Rough Sleeping and Domestic Abuse Grant	0	(2,460)	(2,460)
Children, Families and Youth Grant	0	(7,873)	(7,873)
Public Health Grant	0	(2,245)	(2,245)
Crisis & Resilience Fund	0	(5,747)	(5,747)
Recovery Grant	0	(8,010)	(8,010)
Children's Services Prevention Grant	(2,309)	2,309	0
Social Care Support Grant	(42,029)	42,029	0
New Grants previously ringfenced	(4,083)	4,083	0
Housing Benefit Administration Grant	(600)	600	0
New Homes Bonus Grant	(414)	414	0
Grant Towards NI	(2,137)	2,137	0
Total Government Grant Funding	**(149,854)**	**(3,298)**	**(153,152)**

8.3 The unringfenced Government Grants notified for 2026/27 are detailed below:

a) Business Rates Top Up Grant
As part of the National Business Rates Reset, the way in which Councils are to be funded via the Business Rates system has changed with growth redistributed across the whole system. Included within the changes notified are a number of new multipliers and a change in the way that Business Rates are accounted for. These changes have had an impact on the Business Rates Top Up Grant for 2026/27.

b) Local Authority Better Care Fund Grant
The LGFS confirmed the value of the Local Authority Better Care Fund allocation at £13.802m for 2026/27 which is the at the same level as 2025/26. Current indications are that from 2027/28 this funding will be rolled into the Fair Funding Allocation and will not be received as a separate grant.

c) Extended Producer Responsibility for Packaging Scheme (EPR)
This grant is to compensate authorities for the costs associated with the recycling of packaging. Similar to 2025/26, it is assumed there are no new expenditure obligations over and above the costs currently incurred by the Council - such as costs associated with single recycling bins and green food collection - are already being met and allowed for in current expenditure forecasts. This funding is linked to income received by central government from producers and is forecast to diminish over future years as producers become compliant with the new requirements.

d) Recovery Grant
The recovery grant is to compensate those authorities that received a reduced share of Government funding during the previous government's funding allocations and is linked to deprivation / need. This grant has been confirmed at the same level as 2025/26 of £8.010m and will be paid each financial year for the period 2026/27 to 2028/29. The current intention from Government is that this funding will then be removed.

Consolidated Grants

8.4 As intended, the Government has focused on simplifying the funding landscape for Councils by ending the allocation of grants outside of the Settlement and either rolling them into the Revenue Support Grant (RSG) (therefore they are included within a Council's Baseline Funding Level) or, into specific consolidated grants; some in Core Spending Power and some outside of CSP (for 2026/27).

8.5 For 2026/27, there will be four consolidated grants which include funding previously allocated to the Council as a separate grant. These grants are as follows:

Homelessness, Rough Sleeping and Domestic Abuse Grant - £2.460m for 2026/27

8.6 Four grants previously received by the Council have been consolidated into one grant allocation for 2026/27 onwards. The Homelessness, Rough Sleeping and Domestic Abuse Grant is made up of the following individual grants:

- Homelessness Prevention Grant (49%) for Prevention, Relief and Staffing (it should be noted that 51% has been rolled into RSG and is in the Baseline Funding Level for Temporary Accommodation)
- Rough Sleeping Prevention & Recovery Grant
- Rough Sleeping Accommodation Programme
- Domestic Abuse Safe Accommodation Grant

8.7 The Homelessness, Rough Sleeping and Domestic Abuse Grant has been included into the Greater Manchester Integrated Settlement and will be paid directly to the GM Mayoral Strategic Authority rather than the Council. It is anticipated that for 2026/27 this will be paid to Oldham in line with the Government funding allocation, but for 2027/28 and 2028/29 this is less certain. Any monies retained by GMCA from these allocations in future years would impact on the Council's MTFS.

Children, Families and Youth Grant - £7.873m for 2026/27

8.8 Similar to the grant above, four grants previously received by the Council have been consolidated into one grant allocation for 2026/27 onwards. Some of these grants had been part of the Council's core funding, and some had been allocated directly to the service. This consolidated grant includes the following individual grants:

- Children's Prevention Grant
- Families First Partnership Programme Funding (including Transformation)
- Holiday, Activities and Food (HAF) Grant
- Pupil Premium Plus Post 16 Grant

8.9 From the Children, Families and Youth Grant a £0.100m fund has been established as part of the Budget setting process. The fund is aimed to provide district based, targeted youth activity in response to concerns around anti-social behaviour and youth violence.

Public Health Grant - £2.245m for 2026/27

8.10 Members will be aware that the Council does not receive the main Public Health Grant directly as it is part of the GM Business Rates Retention Scheme where the Public Health allocation is paid through its Business Rates Baseline. However, for 2026/27 the Government has also consolidated other individual grants into a consolidated Public Health grant. These grants will not be included within the Business Rates scheme and will be paid to the Council directly. This Public Health grant includes the following grants previously received:

- Drug and Alcohol Treatment Recovery and Improvement Grant (DATRIG) – includes Rough Sleeping Drug and Alcohol Treatment Grant
- Individual Placement and Support Grant
- Local Stop Smoking Services Support Grant
- Swop to Stop Scheme

Crisis and Resilience Fund - £5.747m for 2026/27

8.11 For 2026/27 the Council will receive a Crisis & Resilience Fund Grant which has consolidated two previously received grants:

- Household Support Fund
- Discretionary Housing Payments (DHP)

8.12 It should be noted, that whilst these grants now form part of the core funding for the Council, grant conditions are to be issued by the Government detailing how they expect the funding to be expended, with returns expected to be completed in some cases. For other grants that are now part of the Council's Fair Funding Allocation and Baseline Funding Level, notional amounts will be published, and the Government expects that funding will be allocated to these areas in line with these notifications.

Ringfenced Grants

8.13 As the Government continues to work towards a simpler funding landscape for Local Authorities and has changed a large number of ringfenced grants to core funding, there are still some significant ringfenced grants that remain. Such grants include the Dedicated Schools Grant and Housing Benefit Subsidy 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>

8.14 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). The Council's approach to funding schools for 2026/27 was considered by the School Forum on 21 January 2026.

8.15 The overall DSG allocation is confirmed at £410.487m, an increase of £27.375m from the 2025/26 allocation. As included within the revenue monitoring report, the ringfenced DSG account is predicted to move to a deficit position of £9.753m (after the use of £1.182m of surplus balance) by the end of 2025/26. The Council had managed to retain a surplus balance for some time where other authorities were unable to do so, however this is no longer the case.

8.16 Following national trends, there has been a major increase in the level of actual and anticipated net expenditure within the High Needs Block in both 2025/26 and 2026/27. There is increased demand and cost pressures throughout the full range of services and provision, the main contributing factors are costs associated with Special Schools, Post 16 provision and the cost of Out of Borough Placements. On the 17 December 2025, the Government published the allocations for the Schools and Central Schools Services Block and indicative allocations for the Ealy Years and High Needs Block. High Needs Block. Within that announcement the Department for Education (DfE) informed all Councils that they are temporarily suspending the high needs national funding formula (HNFF), which in previous years has been used to calculate local authorities' high needs allocations. Instead, local authorities' allocations will be based on their

2025/26 allocations. This decision to in effect 'cash limit' the 2026/27 high needs funding has also contributed to this adverse position.

8.17 As evidenced, the financial position of the DSG has worsened with increasing cumulative deficits now being forecast for 2025/26 (£9.753m) and 2026/27 (£32.919m). It is an important element of the financial management of the Authority that the DSG, wherever possible is not in a deficit position, in mitigation, 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 continue during the remainder of 2025/26 and beyond. Work will continue during the remainder of 2025/26, throughout 2026/27 and beyond to ensure that the currently forecast deficit is mitigated as far as is possible going forward.

8.18 Currently the DSG deficit is held off balance sheet within the accounts in line with the statutory override from Government which has been extended to 31 March 2028, at which time the deficit will be reported within the Council's reserves position. Announced, within the Final Local Government Finance Settlement 2026/27 to 2028/29, was the introduction of support for Local Authorities' DSG deficits in a phased approach. The first phase will tackle historic deficits accrued up to the end of 2025/26. All local authorities with SEND deficits will be eligible in 2026/27 to receive a grant covering 90% of their High Needs-related DSG deficit accrued up to the end of 2025/26. This will be subject to each Local Authority submitting and securing the DfE's approval of a local SEND reform plan. The Government acknowledges that SEND reform will take time to fully embed and Local Authorities will need further support. It also highlighted that for deficits that arise in 2026/27 and 2027/28, Local Authorities can expect that the Government will continue to take a similarly appropriate and proportionate approach to such support, though it will not be unlimited.

8.19 The DfE intends to publish the Schools White Paper at the end of February 2026. This will confirm plans for the reform of the SEND system which will also include the review of the methodology for allocating high needs funding. Support provided to Local Authorities will be linked to assurance that they are taking steps to make a reformed, inclusive education system a reality.

8.20 Further details regarding the DSG and allocation are included at **Appendix 1**.

Housing Benefit Scheme / Housing Benefit Subsidy Grant

8.21 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.

8.22 In 2025/26 the Council is currently forecasting £31.7m of funding for Housing Benefit from the DWP. This allocation is likely to be reduced during 2025/26 as Housing Benefit caseloads continue to fall as more people switch from Housing Benefit to Universal Credit. The estimated 2026/27 position will be revised following the Council's submission of updated information in accordance with the statutory deadline around late February / early March 2026.

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 8: Locally Generated Income

Locally Generated Income	Budget Council 2026/27 £000	2026/27 Revisions £000	2026/27 Revised Base £000
Retained Business Rates	(63,835)	(21,723)	(85,559)
Council Tax Income - General Purposes	(106,957)	0	(106,957)
Council Tax Income - Adult Social Care Precept	(22,279)	0	(22,279)
Parish Precepts	(395)	(10)	(405)
Collection Fund Surplus / Deficit	0	299	299
Total Locally Generated Income	**(193,466)**	**(21,434)**	**(214,901)**

Council Tax

9.2 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

9.3 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.

9.4 The 2025/26 budget was set based on a Council Tax Base of 59,501. Updated projections taking an element of growth into account have led to a Council Tax Base for 2026/27 of 59,937. This was approved by Cabinet on 19 January 2026. The Tax Base calculations are outlined in **Appendix 2.**

Council Tax Policy

9.5 Members will recall that in 2025/26, the Council increased its Council Tax by 4.99% which was comprised of 2.99% for general purposes and 2% for the ASCP.

9.6 The LGFS proposed no changes to the existing Council Tax limits. Therefore, the maximum increase without the requirement to hold a Council Tax referendum for 2026/27 is 4.99%. These core referendum principles will be maintained over the course of the multi-year Settlement (2026/27 to 2028/29). Within the multi- year settlement to 2028/29 and within the calculation of the Council's CSP, the Government assumes in its calculations that Authorities will increase Council Tax by the maximum allowed. Therefore, as evidenced in Table 1 the Council's overall CSP includes a year on year increase of 5%.

9.7 Consideration has been given to this in the approach to Council Tax for 2026/27 and 2027/28 having regard to the Council's overall financial position. Members are therefore proposing to increase Council Tax in 2026/27 by 4.99% reflecting:

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

9.8 This increase is still provisional at this stage and will only be finalised at the Budget Council meeting of 04 March 2026.

Council Tax Income – General Purposes

9.9 Taking account of the proposed levels of Council Tax increase and movement in Tax Base, estimated Council Tax income is £106.957m for 2026/27 and £111.714m for 2027/28.

Council Tax Income - Adult Social Care Precept

9.10 It is proposed that the precept, will be increased by the Council by 2% for 2026/27 and 2027/28. This increase will generate an additional £2.462m Council Tax income for 2026/27.

9.11 The revenue raised from the ASCP must be ringfenced to support the increased costs of Adult Social Care. To ensure that Councils are using income from the precept for Adult Social Care, there is a requirement to publish a description of their plans, including changing levels of expenditure on Adult Social Care and related services which requires sign off from the Council's Chief Finance Officer (the Director of Finance). In total the Council expects to collect a cumulative sum of £22.280mm from the ASCP in 2026/27 rising to £25.065m in 2027/28.

Council Tax Levels for 2026/27

9.12 As Members will only be making decisions in relation to Council Tax levels for 2026/27, this section of the report only presents 2026/27 Council Tax information.

9.13 Taking into account the proposals above, Oldham Council Band D Council Tax for 2026/27 is therefore proposed at £2,156.22 of which £371.72 relates to the Adult Social Care Precept. This represents an overall increase of 4.99% in Council Tax for Oldham Council services. Table 9 highlights the general purposes Council Tax this will generate together with the ASCP.

9.14 As advised previously, the Council Tax for 2026/27 will not be finally determined until the Budget Council meeting on 4 March 2026.

9.15 Changes to the Parish/ Town Precepts have been agreed by the respective organisations.

Relevant Basic Amount of Council Tax

9.16 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.

9.17 This "excessiveness" is determined annually and for 2026/27 was detailed in 'The Referendums Relating to Council Tax Increases (Principles) (England) Report 2026/27' which was published as part of the LGFS for 2026/27. 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.

9.18 For Oldham, the 2026/27 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

9.19 The CTR Scheme sets out how the Council supports residents who qualify for assistance in paying Council Tax. Councils are required by statute to put in place a Local CTR scheme. The proposed scheme for 2026/27 is unchanged from the 2025/26 scheme. The financial impact of the Council's proposed scheme is reflected in the Council Tax Base estimates which were

presented to Cabinet on 19 January 2026. The Tax Base, in turn, underpins the budget estimates included within this report.

Council Tax Empty Property Discount

9.20 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

9.21 With effect from 1 April 2019, the Council introduced a premium of 100% for properties that are empty and unfurnished for more than two years. From 1 April 2023, this was extended to include:

- 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 Second Homes

9.22 With effect from 1 April 2025, the Council introduced a premium of 100% for second homes. For Council Tax purposes, second homes are defined as substantially furnished properties with no permanent resident.

9.23 It is proposed that this policy continues.

Impact of Decisions of Precepting Authorities

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

Mayoral Police and Crime Commissioner Precept

9.25 The LGFS allowed a Mayoral Police and Crime Commissioner Council Tax precept increase of up to £15 for a Band D property for 2026/27 without a referendum, which is a £1 increase to the limit. In response to this, the Mayoral Police and Crime Commissioner for Greater Manchester launched a consultation on the precept to be charged for 2026/27 proposing a Band D Council Tax increase at the maximum level of £15. This would take the precept to a value of £285.30 for a Band D property (this increase has been included in the figures at tables 9 and 10). The consultation closed on 21 January 2026 after which comments were considered by the Police, Crime and Fire Panel on 28 January 2026. The panel approved the Mayor's proposal for a precept increase of £15 per Band D property for 2026/27.

Mayoral General Precept (including Fire Services)

9.26 At a meeting of the GMCA on 13 February 2026, 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 LGFS advised that for 2026/27 there is no limit on a Mayoral General Council Tax increase and increases to the precept for Fire Services are capped at £6 for a Band D property without a referendum. The Mayor has increased the Mayoral Precept to £153.95 (an increase of £25 for a Band D property) comprising £92.20 for functions previously covered by the Fire and Rescue Authority (a £6 increase) and £61.75 for other Mayoral General functions (a £19 increase). The impact of the £25 increase has been included at Tables 9- and 10. The precept was formally determined at the GMCA meeting on 13 February 2026.

Parish/ Town Precepts

9.27 Parish/ Town Precept income is collected by the Council on behalf of the Saddleworth Parish Council and Shaw and Crompton Town Council. This is then paid to the Parish/ Town 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 areas. The revenue collected is for the benefit of each parish/town and thus has no impact on the financial projections presented in this report.

9.28 On 26 January 2026 Saddleworth Parish Council agreed to increase its Band D Council Tax charge for 2026/27 from £28.36 to £29.78, an increase of £1.42. 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 £0.294m. For 2026/27 this increase equates to £0.025m of additional income for the Parish Council.

9.29 On 27 January 2026 Shaw and Crompton Town Council agreed to decrease its Band D Council Tax charge for 2026/27 from £18.93 to £18.48, a decrease of £0.45. This decreased charge together with an increase in Band D equivalent properties in the Council Tax Base has resulted in Shaw and Crompton Town Council setting a precept of £0.111m. For 2026/27 this decrease equates to £0.001m of reduced income for the Town Council.

Council Tax to be Used to Support the 2026/27 Budget

Council Tax

9.30 Having received confirmation from all precepting bodies, taking account of the Council Tax Base of 59,937 for 2026/27 and the Council Tax and Adult Social Care Precept proposals, the sums anticipated to be drawn from the Collection Fund for Council Tax in 2026/27 are as shown in the table below.

Table 9: Draw down on Collection Fund

Precepting Body	2026/27 £000
Oldham Council including Social Care Precept	129,237
Mayoral Police and Crime Commissioner Precept	17,100
Mayoral General Precept (including Fire Services)	9,227
Saddleworth Parish Council	294
Shaw & Crompton Town Council	111
TOTAL	155,969
Less: contribution from Parish/Town Council Taxpayers	(405)
TOTAL Draw on Collection Fund for Major Preceptors	**155,564**

The 2026/27 Band D Council Tax is shown in the table below at anticipated levels for Oldham Council services, Mayoral Precepts and Parish/Town Precepts. Detailed Council Tax information is presented at **Appendix 10.**

Table 10: Anticipated Band D Council Tax

Council Tax Raising Body	2025/26 £	2026/27 £	Change %
Oldham Council	2,053.74	2,156.22	4.99%
Mayoral Police and Crime Commissioner Precept	270.30	285.30	5.55%
Mayoral General Precept (including Fire Services)	128.95	153.95	19.39%
TOTAL BAND D COUNCIL TAX	**2,452.99**	**2,595.47**	
Saddleworth Parish Council	28.36	29.78	5.01%
Shaw & Crompton Town Council	18.93	18.48	(2.38%)

Retained Business Rates

9.31 The Government had previously committed to a National Business Rates Reset which would be informed from the outcomes of the Fair Funding Review and would redistribute growth held within the system across the nation.

9.32 Oldham is part of the GM Business Rates Retention Scheme which is allows the region to retain 100% of its Business Rates growth for regional economic development. The National Business Rates Reset has taken this retained growth from GM and shared across the system as a whole, excluding £23m which has been retained by GMCA to support the functioning of the Combined Authority.

9.33 As part of the Settlement, each Local Authority has been given a new Business Rates Baseline from which any future growth will be assessed against. It has also changed the financing of Business Rates, by changing how Grants in Lieu of Business Rates are paid with these now to be held as part of the Collection Fund rather than from grants paid directly to the authority. This change is intended to bring about better stability within the Council's Collection Fund.

9.34 Retained Business Rates 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 remains the broad range of reliefs and discounts applied. Alongside the Business Rates Reset, a new valuation listing from April 2026 has been released.

9.35 The level of Business Rates to be relied upon for budget setting (the Business Rates Tax Base) has to be formally approved by Cabinet. 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 is still underway, therefore, the Cabinet report of 19 January 2026 gave delegation for the decision to vary the final Business Rates forecast to the Cabinet Member for Finance, Corporate Services and Sustainability in consultation with the Director of Finance. There may, therefore, be a further change to the estimates included within this report.

Collection Fund

9.36 The budget approved on 6 March 2025 forecast a Council Tax base of 59,501 for 2025/26. The number of new properties being added to the Council Tax base has been less than forecast during this financial year, meaning the actual value is currently 59,411. This is the primary reason for the Collection Fund income being below forecast in 2025/26. Council Tax collection rates have remained close to the target rate of 96.75% and Business Rates income has marginally exceeded projections. Overall, a deficit position of £0.357m is forecast by the end of the 2025/26 financial year.

9.37 The deficit of £0.357m is to be recovered from the Collection Fund in 2026/27, with the Council element totalling £0.299m (the Council deficit is made up of a deficit of £0.300m for Council Tax and a surplus of £0.001m for Business Rates).

9.38 The Collection fund position is summarised below:

Table 11: Collection Fund Summary

Collection Fund Balance	Council Tax £000	NDR £000	Total £000
Balance Brought Forward	874	773	**1,647**
Release of estimated (deficit) / surplus carried forward from 2024/25	(1,188)	(30)	**(1,218)**
Prior Year Balance Brought Forward	**(314)**	**743**	**429**
(Surplus)/Deficit for the Year	672	(744)	**(72)**
Net (Surplus)/Deficit Carried Forward	**358**	**(1)**	**357**

Collection Fund Balance	Council Tax £000	NDR £000	Total £000
Share - Oldham Council	300	(1)	**299**
Share – Greater Manchester Combined Authority Mayoral Police and Crime Commissioner	39	-	**39**
Share – Greater Manchester Combined Authority Mayoral General Precept (including Fire Services)	19	(0)	**19**
Total (Surplus)/Deficit	**358**	**(1)**	**357**

10 Revenue Budget 2026/27 - Bridging the Gap

10.1 Following the adjustments noted above, the budget gap for 2026/27 is calculated at **£20.301m**.

10.2 Having regard for the 2025/26 forecast revenue outturn position and the revised budget gap for 2026/27, Members and Senior Leaders began work early during 2025 to balance the budget for the upcoming financial year looking at a series of options and considering a range of opportunities and these are explained below.

Revenue Grant Resources Review

10.3 As mentioned earlier within this report, the Council receives a significant number of revenue grants which come with a series of outcomes and requirements for their use. The Council has undertaken a review of all revenue grants, what they need to achieve and how they are being currently utilised to meet the required outcomes. Following this review, it has been identified that £10.196m of revenue grant resources can be utilised differently. This change still ensures that the outcomes for each grant are achieved yet allows the Council to utilise its own core funding differently generating an ongoing revenue saving. A summary by Directorate is included in the table below:

2026/27 Revenue Grant Resources Review by Directorate	2026/27 £000
Children's Services	(7,138)
Public Health	(810)
Place	(1,530)
Resources	(718)
Total 2026/27 Revenue Grant Resources Review by Directorate	**(10,196)**

Transformation Programme savings

10.4 The Council has had a transformation programme for some time which has focused on delivering various initiatives to streamline processes, improve service delivery and delivery financial efficiencies. As part of the whole budget review, this transformation programme has been refreshed to look at the key drivers of spend for the Council such as Adults and Children's Social Care, and how through different opportunities services can be delivered effectively whilst generating a financial saving.

10.5 The Council commissioned an external Strategic partner to support us in a piece of discovery work aimed at reducing overall operating costs across the three highest overspending areas. Adults Social Care, Children's Services and Housing.

10.6 Through an intensive programme of data analysis and service led workshops this process has identified significant transformation savings over a period of four years. To move to the delivery stage the Council will now need to begin the procurement process to support the delivery of the savings set out in this report. Further detail of this reduction can be found in budget delivery document TRN-BR26-100 at **Appendix 3**.

Budget Reduction Proposals

10.7 Recognising that after the above actions have been taken, further budget reductions would still be required to address the 2026/27 budget position, Cabinet Members supported by Senior Leaders have undertaken an in-depth review of their respective Portfolios. The savings required to balance the budget for 2026/27 build upon those budget reductions previous approved.

i. 2026/27 Budget Reductions Previously approved

10.8 At Budget Council on 6 March 2025, budget reduction proposals were approved that had an impact on the 2026/27 financial year. These approved reductions are as follows:

10.9 **Table 12: 2026/27 Budget Reductions Previously approved (for noting)**

Approved Budget Reductions brought forward	2026/27 £000
Remove corporate apprenticeship budgets and delete vacant posts within HR/OD	(60)
Parking contract review	(250)
Creating a Better Place	(510)
Total 2026/27 Budget Reductions Previously approved (for noting)	**(820)**

ii. 2026/27 New Budget Reduction proposals

10.10 Since early summer, Cabinet and the Council's Senior Leadership Team have worked to develop a variety of options to address the projected budget deficit for 2026/27. The level of gap has been subject to a significant degree of uncertainty as the Council awaited details of the Fair Funding review and National Business Rates Reset.

10.11 16 budget reduction proposals have been identified with a cumulative value of £8.105m for 2026/27. These budget reduction proposals are summarised below with further detail provided in **Appendix 4** and **Appendix 5**.

Table 13: Summary of 2026/27 New Budget Reduction Proposals

2026/27 New Budget Reduction proposals by Portfolio	2026/27 £000
Growth	(1,511)
Finance, Corporate Services and Sustainability	(1,173)
Adults, Health and Wellbeing	(3,116)
Children and Young People	(183)
Culture & Leisure	(336)
Transport and Highways	(436)
Neighbourhoods	(1,350)
Total 2026/27 New Budget Reduction proposals by Portfolio	**(8,105)**

10.12 Based upon the proposals detailed above, the revenue budget for 2026/27 can be balanced without the need to use general revenue reserves as summarised below:

Table 14: 2026/27 Bridging the Gap Summary

2026/27 Bridging the Gap Summary	2026/27 £000
Revised Budget Gap 2026/27	20,301
Revenue Grant Resources Review	(10,196)
Transformation Programme savings	(2,000)
2026/27 Budget Reduction Proposals	(8,105)
Total 2026/27 Budget Gap	**0**

Opposition Budget Proposals

10.13 On 5 February 2026 a further meeting of the Governance, Strategy and Resources Scrutiny Board considered a report from the Liberal Democrat Party. The report set out some alternative budget proposals which were scrutinised by the Board.

10.14 The Board recommended that the proposals set out by the Liberal Democrat Party be referred to Cabinet for consideration.

11 Flexible Use of Capital Receipts

11.1 In March 2025, the Government confirmed the extension of the ability to use capital receipts to support the cost of transformational activities, the 'Flexible Use of Capital Receipts' to 2030. 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 2026/27. The table below summaries the proposed application which remains unchanged from the position previously reported to Budget Council.

Table 15: Flexible Use of Capital Receipts

Flexible Use of Capital Receipts	2026/27 £000
Flexible Use of Capital Receipts 2026/27	(2,600)

11.2 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.

12 Risks and Uncertainties

12.1 As in prior years the budget has been prepared using the best available information as a basis for its assumptions, but with that there will always be an element of risk. In particular, there are risks with respect to:

Continuing increase in demand

12.2 For the last two financial years the pressures on demand led services have exceeded budget provision available. As detailed within this report, a substantial amount of work has been carried out within Children's and Adult Services to mitigate increased demand and build in additional resources into the base budget for 2026/27. Despite this, there does remain a risk that costs or number or both continue to rise beyond predictions which would place additional pressures on the budget allocation. To mitigate this risk, a base budget provision for volatility in activities has been built in which will allow temporary support during the financial year.

Delivery of savings

12.3 Whilst in recent years the Council has improved on its delivery of savings, challenges still persist driven by changing circumstances and other pressures within the system such as demand and cost inflation. Monitoring and management arrangements have been put in place to mitigate the risk of non-delivery. New budget templates have been implemented which provides clear detail on milestones and how risks will be mitigated. The scrutiny seen in 2025/26 with the continuation of the Financial Sustainability Delivery Board will continue into 2026/27 with regular challenge and monitoring of delivery of budget reduction proposals to ensure delivery in full.

12.4 This Delivery Board, chaired by the Leader of the Council was established to oversee the progress of approved budget reductions. All Directorates' budget performance, savings trajectory and sustainability measures are reviewed to ensure the budget reductions will be achieved. Where non-delivery is identified, corrective actions are implemented. When looking at corrective action, the Board considers and recommends actions including the reprioritisation of activity and resource and/or remedial action to ensure that plans can be delivered in the short term (current year) and are sustainable over the medium to longer term.

12.5 The Board oversees and holds to account service directors - who provide an Individual Savings Plan with milestones and measures on each main proposal - and challenges assumptions to ensure they are on target to achieve the proposed reductions. The board is:

- a driver for organisational change and the development of options for a financially sustainable budget.
- able to provide assurances to Leadership, Cabinet and Council around delivery of savings and a balanced budget that would be incorporated into the Budget Monitoring reports that are publicly reported via Cabinet.

12.6 Furthermore, included within the revised reserves policy, which is included elsewhere on the agenda, is the establishment of a risk reserve for budgetary risk. Whilst use of this reserve should be used only as a last resort, it provides the Council with a financial strategy to manage this risk.

13 Reserves and Balances

13.1 The forecast year-end general revenue usable reserves position presented below reflects the estimated closing balance for 2025/26 (taking into account the projected Month 9 forecast deficit position as highlighted in Section 5) and hence the total reserves available for the financial year 2026/27.

Table 16: 2025/26 Forecast General Revenue Usable Reserves Position

General Revenue Usable Reserves	Opening 2025/26 £000	Projected Closing Balance 2025/26 £000
Earmarked Reserves	(31,564)	(27,978)
Revenue Grant Reserves	(2,210)	(2,180)
General Fund Balance	(18,865)	(18,865)
General Revenue Usable Reserves	**(52,639)**	**(49,023)**

13.2 As highlighted above, the estimated level of general revenue usable reserves at the end of 2025/26 is £49.023m after the Quarter 3 projected deficit position, other general reserve usage and the transfer to reserves of one-off revenue resources are applied, a net £3.616m reduction. Whilst management actions continue to be 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 these reserves.

13.3 A number of these reserves are committed to finance expenditure planned for future financial years meaning they are not available for alternative use. This includes:

- a further £1.432m for Bus Reform required in 2027/28.
- Joint Fund Reserve, to enable joint working with NHS partners to support health and social care integration.
- Reserves held for regeneration to facilitate up-front expenditure linked to capital projects including Building a Better Oldham.

13.4 The Council's recommended minimum level of general revenue usable reserves is £36m and it is projected that the Council will be above this level at the end of the 2025/26 financial year. Furthermore, the Council's financial strategy includes budgeted transfers to reserves and the transfer of any one-off returns to increase its financial resilience.

13.5 Having regard to the level of the revenue reserves, it is recommended that the level of General Fund balance is not reduced from the current level of £18.865m.

13.6 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 at **Appendix 6** to this report.

14 Reserves Policy

14.1 It is important that the Council has a strategic approach to the creation, maintenance and use of its reserves. The Council's reserves policy provides this approach with regard to revenue reserves. This reserves policy has been refreshed and is included as at **Appendix 7** to this report.

15 Fees and Charges

15.1 Attached at **Appendix 8** is the proposed fees and charges schedule for the 2026/27 financial year. The Council has conducted a robust benchmarking exercise in the light of increased cost pressures to look at the areas where charges could be adjusted without negatively affecting demand. A proposed increase of 10% was therefore suggested prior to a review by each service. Consideration was then given as to whether charges should be increased, reduced or left unchanged in the context of each service. In determining their proposal position, 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.

15.2 Following this review, Directors and Heads of Service have agreed increases of 10% to a significant proportion of fees and charges for 2026/27. This is considered an appropriate increase given the need to cover cost pressures faced by the Council and in relation to the charges made by neighbouring local authorities.

15.3 A number of the smaller fees, for example photocopying and on-street parking, have been rounded to the nearest rational amount, thus resulting in some larger percentage increases.

15.4 The rejection of proposals to increase charges would inevitably lead to additional budget pressures and an increase in the budget reduction requirement. If charges are not increased in 2026/27, further increases may be needed in future years to restore real terms income losses.

15.5 The paragraphs below highlight the key changes to the 2026/27 fees and charges schedule. They also list the reasons where charges are not increasing by the 10%, including a number of statutory set charges determined under separate statutory arrangements.

<u>Registrars (Births, Deaths and Marriage Duties)</u>

15.6 Increases to all areas of between 10% and 20% are proposed to bring the Council's charges in alignment with other comparable Local Authorities. The exception are a number of statutory set charges and the Provisional Booking Fee (no change for 2026/27).

<u>Revenues and Benefits</u>

15.7 A zero increase is proposed due to recovery costs.

Music Centre

15.8 Music service fees are proposed to increase by 4%. Whilst this is a service which relies on a significant proportion of fee income to cover costs any larger increase does pose a risk that parents will withdraw their children from the service.

Outdoor Education

15.9 The proposal for some outdoor education services is for a 3% price increase. Any further increase in these areas could result in loss of business.

Facilities Management

15.10 The Queen Elizabeth Hall is to close on 31 January 2026 therefore it has been removed from the schedule. A new line for The Loom (new event space) has been added with a price on enquiry for the first year whilst a full review is undertaken.

15.11 A charity / community discount line has been included for room bookings in all buildings.

15.12 A new section has been added to capture the Council's filming and events fees.

Parking

15.13 A number of lines have been removed and amended within the parking section to reflect the current parking offer within the borough. Some larger increases have been applied to round to the nearest pound and to align charges.

Parks, Open Spaces and Outdoor Facilities

15.14 Some larger percentage increases have been applied to pitch hire to round charges to the nearest pound and create a consistent charging structure across the Council's portfolio.

Cemeteries and Crematorium

15.15 Burial surcharges have been simplified creating one fee charge for all out of hour services.

Highways

15.16 The Light Duty Vehicle Crossing Application has been increased by a significant percentage to bring Oldham in line with the national average following a benchmarking exercise.

Planning

15.17 A 20% increase has been applied for certain activities following benchmarking with neighbouring authorities. A full review of Pre-Application fees will be undertaken in 2026/27 using the Planning Advisory Service guidance to update fees and categories further.

Environmental Health

15.18 A freeze in prices has been applied, specifically to Part B installations (permitted processes) as these fees are set by regulations from 2017 and therefore can't be increased.

Public Protection

15.19 The fee for selective licensing was set at declaration of the scheme and cannot be increased for the 5 year period of operation.

15.20 A suggested freeze or smaller percentage increase has been applied to all fees relating to Animal Health Licenses. This is to keep the Council's fees comparable to other neighbouring authorities. Some amendments have been made to narratives within this section of the schedule.

15.21 Local Government Association guidance states that where fees charged for Hackney and Private Hire Licenses result in a surplus, this surplus must be used to reduce the fees charged in the following year. An exercise has been undertaken using a fee setting tool which accounts for all costs associated with taxi applications and also takes account of the total number of existing licence holders. The total number of taxi licence holders continues to increase significantly which means the fees charged must be reduced to balance the budget.

15.22 Betting and Adult Entertainment Licence fees remain unchanged as charges are capped by legislation.

Waste and Fleet Management

15.23 Numerous amendments to Trade Waste include new services and new bin sizes, enabling businesses to adopt simpler recycling.

15.24 Trade Waste prices are mainly frozen for 2026/27 in order to maintain an income flow and remain competitive.

15.25 Domestic waste prices are also mainly frozen for 2026/27.

Summary

15.26 Most services are proposing fee increases of circa 10% for 2026/27. This addresses some of the cost pressures within services and, as a result of the benchmarking review, shouldn't have an adverse effect on demand and income levels in general. Any additional income received by the service as a result of these increases will fund any rise in associated costs for the delivery of the chargeable service rather than contribute towards a corporate budget reduction for 2026/27. A full schedule of all proposed fees and charges for 2026/27 compared to 2025/26 is included at Appendix 8.

16 Budget Strategy and Medium-Term Financial Planning for Future Years

16.1 As it had promised, the Government published a multi-year financial settlement, the first since 2016/17 on 17 December 2025. Alongside the 2026/27 allocation, the settlement included indicative allocations for 2027/28 and for 2028/29 which has enabled the Council to complete a three-year budget plan in line with the current spending review period. Whilst these allocations are provisional and subject to change, it provides an element of certainty for the Council which it has not had for some time.

16.2 Estimates upon which the MTFS is based are prepared using the best information currently available but will remain under continuous review. The local, regional, and national policy landscapes continue to develop and change which can bring about potential changes or new issues. 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 2026/27 revenue budget has been finalised, the cycle of reviewing and updating the budget reduction requirement for 2027/28 and future years will begin again.

16.3 This section of the report highlights that there will be budget reduction targets for 2027/28 and 2028/29. As the next financial planning cycle progresses, a key task will be to ensure that the suggested level of savings remains deliverable and that there are sufficient robust budget reduction proposals being prepared to contribute to address these targets without any use of general revenue reserves.

Summary Position

16.4 Having regard to above, the information presented in the table below details the revised budget reduction requirement for the financial years 2027/28 and 2028/29.

Table 17: MTFS Summary 2027/28 and 2028/29

	2027/28 £000	2028/29 £000
Net Revenue Budget Base Position	**369,670**	**392,357**
Expenditure estimates		
Pay	14,218	12,294
Demand	8,151	7,417
Passport of grants rolled in	177	(511)
Technical adjustments	8,526	8,718
Transfer to Reserves	4,000	5,992
Total Expenditure Estimates	**35,072**	**33,910**
Financing	**(392,325)**	**(417,067)**
Budget Gap	**12,417**	**9,200**

Transformation

16.5 Included earlier within this report are details on the Council's Transformation Programme which, as part of this budget setting cycle, has been reviewed and refreshed. The focus of this refresh has been to look at the key areas of demand for the Council and look at how opportunities can be explored to deliver financial efficiencies whilst maintaining the required services our residents need.

16.6 Included within the Council's MTFS is additional investment of £5.000m per annum for the period 2026/27 to 2028/29 which will support the Transformation Programme and will enable the delivery of savings. The current Transformation Programme has already identified that further budget reductions for the period 2027/28 to 2029/30 can be achieved as follows:

2027/28 £7.800m
2028/29 £5.200m
2029/30 £3.300m

16.7 The above budget reduction values identified are at the minimum level expected, and the Council will continue its work to deliver greater financial efficiencies from the transformation investment made.

16.8 The revenue budget gaps for 2027/28 and 2028/29 after the Transformation Programme financial efficiencies noted below are as follows:

Table 18: Budget Gap 2027/28 and 2028/29 post Transformation Programme

	2027/28 £000	2028/29 £000
Budget Gap 2027/28 and 2028/29	**12,417**	**9,200**
Transformation Programme Reductions	(7,800)	(5,200)
Budget Gap after proposals	**4,617**	**4,000**

Indicative Position 2029/30 and 2030/31

16.9 The Council is in receipt of the Recovery Grant for the period 2026/27 to 2028/29 at a value of £8.010m per annum. Current indications are that this funding will be removed from 2029/30 onwards which will have a significant impact on the resources available to the Council. Using the best estimates available at this time, the Council's potential budget gap for 2029/30 would be £21.423m, with an additional potential gap of £13.613m for 2030/31. These forecast budget gaps are significant, and it is imperative that the Council's transformation programme delivers the required financial efficiencies to support the delivery of a balanced position over the longer term.

16.10 As noted above, the refreshed Transformation Programme will generate a budget reduction for 2029/30, which will reduce the indicative budget gap for 2029/30 accordingly. A summary of the position after this saving has been applied is as follows:

Table 19: Indicative Budget Gap 2029/30 and 2030/31 post Transformation Programme

	2029/30 £000	2030/31 £000
Budget Gap 2029/30 and 2030/31	**21,423**	**13,613**
Transformation Programme Reductions	(3,300)	0
Budget Gap after proposals	**18,123**	**13,613**

Oldham Context

16.11 The forward estimates have been developed using a number of assumptions around income and expenditure, the most significant being as detailed below:

- Pay increases of 3% per annum;
- Contractual inflation will be applied where applicable in line with the rates as set within the contracts;
- General inflationary provision is applied per annum acknowledging that maintaining a cash flat position is not viable in the medium term;
- Demand funding for Children's and Adult's Social Care is applied to maintain a sustainable base;
- Growth in core grant funding will be applied to budgets ensuring value for money;
- Continued base investment for the Transformation Programme to 2028/29 which result in the generation of significant budget reductions over the medium to longer term;
- Capital charges will be adjusted to take account of the capital programme and cash holdings;
- Increases to levies in line with GMCA and the Environment Agency projections;
- Growth in the Council Tax base of circa 500 properties per year;
- Continuation of maximising increases in Council Tax for General Purpose and Adult Social Care levy;
- Continuation of the GM Business Rates Retention Scheme and retention of growth within Greater Manchester; and
- Continuation of the application of flexible use of capital receipts at a value of £2.600m per annum to 2030.

Risks and Uncertainties

16.12 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 level of inflation remaining at a stable level. Whilst current economic forecasts confirm this, unforeseen international events could very quickly change this position which would impact on the base assumptions.

- The Council has provided appropriate resources to deliver future transformational change and the delivery of such change is a key assumption in the Council's financial strategy. The position will require constant review. The programme management arrangements that are well established within the Council 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 variation due to the challenge of preparing forecasts for all these variables in what remains a turbulent and uncertain global political and economic environment.

- It is assumed that there will be no major Government policy initiatives which place a significant additional financial burden on the Council without a matching funding stream.

- Included within the LGFS was detail of the Mayoral Integrated Settlements. As mentioned earlier within this report, the Homelessness, Rough Sleeping and Domestic Abuse Grant are included within this Integrated Settlement and will be paid to GMCA directly. It is assumed that this funding will be allocated to the Council in line with the notification for 2026/27, but for future years this is less certain. There is also the potential through future settlements that additional core funding grants will be paid directly to the Mayoral Authority. Any GMCA retention of funding from these grant allocations will have a detrimental impact on the Council's MTFS.

16.13 In view of these significant risks and uncertainties surrounding the medium-term indicative financial estimates, the assumptions and calculations underpinning these forecasts will be regularly reviewed and updated.

General Revenue Usable Reserves over the MTFS Period

16.14 The MTFS forecasts a potential £4.617m budget gap for 2027/28 and £4.000m for 2028/29 post Transformation Programme savings are applied. This is not factored into reserve forecasts because at this stage it is assumed that the requisite savings will be made.

16.15 The projected closing balances for the period of the MTFS to 2028/29 are included within the table below. As included within this report, budgeted transfers to reserves will be made to increase the level of balances held and increase the Council's financial resilience over the medium term; £4.000m for 2025/29 and £5.992m for 2028/29. Furthermore, any one-off return of funding will be transferred to the Council's reserves.

Table 20: Forecast General Revenue Usable Reserves 2026/27 to 2028/29

General Revenue Usable Reserves	Projected Closing Position 2026/27 £000	Projected Closing Position 2027/28 £000	Projected Closing Position 2028/29 £000
Earmarked Reserves	(34,257)	(42,065)	(51,345)
Revenue Grant Reserves	(1,880)	(1,880)	(1,880)
General Fund Balance	(18,865)	(18,865)	(18,865)
General Usable Reserves	**(55,001)**	**(62,810)**	**(72,090)**

16.16 The table above forecasts that General Revenue Usable Reserves will increase to £72.090m by the end of the spending review period. the end of the 2025/26 financial year.

16.17 The Authority will continue to seek opportunities throughout 2026/27 to replenish reserves to further improve financial resilience. This is described further within the Council's Reserves Policy and will also be considered during the final accounts process.

16.18 The position will be monitored closely and reported within the revenue monitoring reports presented to Cabinet and is in line with the Council's Reserves Policy.

17 Statement of Robustness

17.1 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 General Revenue Usable Reserves maintained by the Council in accordance with the agreed Council Policy on Reserves, are an integral part of its continued financial resilience supporting the stability of the Council.

17.2 Since 2016/17, a significant level of revenue reserves has been approved by Members as part of the annual budget setting process to underpin the Council's revenue budget, alongside other one-off measures. This is not a sustainable approach. As such the 2025/26 revenue budget was the first year since 2016/17 that was balanced without the budgeted use of reserves to support it.

17.3 As can be seen in the most recent revenue budget monitoring report for 2025/26, the revenue budget forecast outturn position highlights a current unfavourable variance which will need to be financed from reserves. This is in addition to the use of revenue reserves to fund specific projects/initiatives during the financial year. The Council's policy to transfer one-off returns to replenish reserves offsets these projected movements and means that the net projected reduction in the Council's general revenue reserves position for 2025/26 will be £3.616m.

17.4 Whilst the projected use of reserves in 2025/26 is minimal in comparison to previous financial years, the use of reserves to balance the revenue position is not sustainable. To address this, the Council's MTFS includes budgeted transfers to reserves of £11.592m between 2026/27 to 2028/29. Furthermore, any additional one-off returns will also be transferred to reserves to replenish the balances held and rebuild from the past usage of this resource. Every effort must continue to be made by the Council to retain reserves at these levels and therefore, it is important that services manage expenditure within the cash envelopes available to them.

17.5 When calculating the required level of reserves, 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 this calculation can be found at Appendix 6. This calculation has not changed significantly from the previous year and indicates that the General Revenue Usable Reserves balance should remain above a minimum level of £36m. It is therefore recommended that the Council's General Fund Balance remains at its current level of £18.865m. This minimum level represents 10% of the Council's net revenue budget and is in line with previously reported public interest recommendations that the minimum level of general reserves should be between 5% and 10%.

17.6 As shown at Table 20, based upon information available at this time, the forecast position for General Revenue Usable Reserves for 2026/27 to 2028/29 is expected to increase, and therefore will remain above the minimum level recommended.

17.7 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 2025/26 30 authorities have had Exceptional Financial (EFS) support from the Government agreed. EFS is temporary financial assistance provided by the government to Councils that are facing severe financial difficulties. This support, which is not additional revenue funding provided by Government, is typically used to help a Council meet its financial obligations, continue to deliver

essential services and avoid the need to issue a 'Section 114. This highlights the importance for the Council to increase its financial resilience to avoid any need for this type of support.

17.8 Furthermore, the Council's External Auditor (Forvis 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 Council received the Auditor's draft report in respect of 2024/25, which has detailed a serious weakness in this area. This weakness is as a result of continued overspending and a reliance of using reserves to support day to day revenue expenditure.

17.9 Whilst this is of concern for the Council, the Auditors noted that the organisation has made significant efforts in this area for 2025/26 by setting a revenue budget that did not require a budgeted use of reserves. It was noted however, that the Council was projecting an in year adverse variance and that the use of reserves was again likely. As such, the Auditors made a serious of recommendations as follows:

- review its budget setting process to identify areas where demand-led expenditure is consistently in excess of planned levels and determine whether revised forecasting procedures are required;
- consider whether required levels of savings are sufficient to mitigate the likely increases in future demand;
- ensure savings plans are realistic and achievable and are subject to regular detailed monitoring so the Council can identify alternative budget reduction options when existing plans are at risk of non-delivery by year end; and
- review its Medium Term Financial Strategy and Reserves Policy to identify ways of increasing reserves to provide long-term resilience in the Council's financial position.

17.10 As this report details, the recommendations made by our External Auditors have all been addressed as part of the budget setting process for 2026/27.

17.11 Members can be assured that whilst reserves balances have been reduced, the Council remains financially resilient in the short term with a clear strategy in place to increase this resilience over the life of the MTFS. This strategy does rely on the delivery of the transformation programme over the short to medium term and therefore it is vital that the Council delivers on the 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 2026/27. This is only the case provided that the General Fund Balance remains at £18.865m for 2026/27 and the strategies identified to increase General Revenue Usable Reserves are delivered. Furthermore, it is important that all budget options, or in year alternatives, must be monitored closely and delivered as planned.

18 Options/Alternatives

18.1 The options as follows:

- Option 1 – Cabinet accepts the 2026/27 Council Tax and ASCP increases as set out at **Appendix 10** and the budget assumptions and resulting financial forecasts presented within the report**.**
- Option 2 – Cabinet proposes amendments to the assumptions which will change the resulting financial forecasts and budget reduction requirement.
- Option 3 – Cabinet approves and commends to Council all the budget proposals included in this report and the approach to reserves and balances.
- Option 4 – Cabinet approves the fees and charges for 2026/27 as set out at **Appendix 8** of the report.
- Option 5 - Cabinet requests that further work is undertaken on some or all of the budget proposals and the approach to reserves and balances and that Cabinet considers a revised position.

19 Preferred Option

19.1 Options 1, 3 and 4 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 fulfil that requirement.

20 Consultation

20.1 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. An interim update of the consultation responses is included at **Appendix 11.**

(Gemma Killackey, Communications Manager)

21 Financial Implications

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

22 Legal Implications

22.1 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 the 11 March 2026, as per Section 30(6) of the Local Government Finance Act 1992

(Alex Bougatef, Director of Legal)

23 Procurement Implications

23.1 Procurement implications will be assessed on a case by case basis as part of any individual budget reduction proposal.

24 Equality Impact, including implications for Children and Young People

24.1 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.

24.2 Demonstrating that “due regard” has been given involves:

- assessing the potential equality impacts of proposed decisions at an appropriate stage in the decision-making process - so that it informs the development of policy and is

considered before a decision is taken; and
- ensuring that decision makers are aware of the equality duties and any potential equality issues when making decisions.

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

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

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

24.4 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.

24.5 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.

24.6 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 Care Leavers), and the Oldham Plan priorities.

24.7 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.

24.8 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)

25 Key Decision

25.1 Yes

26 Key Decision Reference

26.1 FCR-18-25

27 Background Papers

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

File Ref: Background papers are contained in Appendices 1 - 11
Officer Name: Lee Walsh / Vickie Lambert
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vickie.lambert@oldham.gov.uk

28 Appendices

- Appendix 1 - Dedicated Schools Grant 2026/27
- Appendix 2 - Calculation of Council Tax Base 2026/27
- Appendix 3 - Transformation Programme budget delivery form
- Appendix 4 - Summary of Budget Reductions by Cabinet Member Portfolio
- Appendix 5 - Budget Reduction Proposals and EIA's
- Appendix 6 - Statement of the Chief Financial Officer on Reserves, Robustness of Estimates and Affordability and Prudence of Capital Investments
- Appendix 7 - Council Reserves Policy
- Appendix 8 - Proposed 2026/27 Fees and Charges Schedule
- Appendix 9a - Indicative Budget 2026/27 – Members
- Appendix 9b - Indicative Budget 2026/27 – Directorate
- Appendix 10 - Council Tax 2026/27
- Appendix 11 - Consultation – Big Oldham Conversation – Interim Update

Signed _____ Cabinet Member (specify whom)	Dated _____
Signed _____ Executive Director/Deputy Chief Executive	Dated _____

Dedicated Schools Grant 2026/27 *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 2025/26, 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 2026/27, 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 to 25 in a range of specialist and alternative settings including special schools (mainstream and independent), resource units within mainstream schools, pupil referral units and also 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 and Council centrally retained expenditure for High Needs. The 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.

c) The **Early Years** block covers:

- Funding for children from 9 months up to 2 years old
- 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 2026/27 the Education and Skills Funding Agency (ESFA) has again 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. Once again, there is no proposal to transfer funding between blocks in 2026/27.

1.6 For the forthcoming financial year, 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 and Childcare (England) Regulations 2026". The Department for Education (DfE) published information and indicative allocations for 2026/27 for the Schools and Central Schools Services Block on 19th November 2025. On 17th December 2025, they published actual final allocations for the Schools and Central Schools Services Block and Indicative allocations for the Early Years and High Needs Blocks.

1.7 Funding is allocated to schools via a formula and as such there is a requirement to consult and agree the funding formula with schools, via direct consultation with schools and the Schools Forum. A report, based on the December 2025 funding announcement, incorporating October 2025 pupil numbers was considered by Schools Forum on 21 January 2026. The suggested funding allocation methodology for schools is to adopt the 2026/27 NFF cash values in full except for the Area Cost Adjustment factor, which will be reduced to 0.997 (1.0010 in 2025/26), compared to the full NFF 2026/27 Area Cost Adjustment for Oldham which is 1.0057.

2. DSG Allocations 2026/27

2.1 As outlined above, indicative 2026/27 funding announcements in relation to the Schools and Central Services Schools blocks were made public by the DfE on 19 November 2025, this was followed by a more detailed announcement, this time including the Early Years and High Needs Blocks on 17 December 2025. This included a notification that the national high needs funding formula will be temporarily paused and funding will therefore be based on 2025/26 allocations (with adjustments as outlined in section 2.6 below)

2.2 Based on the announcements, Oldham's share of this overall DSG funding for 2026/27 is an allocation of £410.487m, based on October 2025 pupil numbers, this is £27.375m more than the final 2025/26 allocation of £383.112m. The total allocation is analysed over the four funding blocks including comparisons to the 2025/26 actual allocations in the table below:

Table 1 – Dedicated School Grant 2026/27

	Schools Block	Central School Services Block	High Needs Block	Early Years Block	Total DSG Allocation
	£k	£k	£k	£k	£k
2025/26 Allocation	274,777	2,559	66,942	38,834	**383,112**
2026/27Allocation	288,363	2,522	71,991	47,611	**410,487**
Variance (£)	**13,586**	**-37**	**5,049**	**8,777**	**27,375**
Variance (%)	4.94%	-1.45%	7.54%	22.60%	7.15%

Schools and Central School Services Blocks

2.3 The allocations for the Schools and Central Schools Services Block are final. The Schools Block has increased by £13.586m from £274.777m in 2025/26 to £288.363m, it should be noted that this includes circa £8.292m of grants: Schools Budget Support Grant (SBSG) and the National Insurance Contribution (NICs) Grant which were paid separately in the previous financial year. The Central Services School Grant has decreased by £0.037m to £2.522m for 2026/27. Funding for on-going commitments has increased by £0.099m (again including the rolling in of SBSG and NICs grants) offset by the continued annual 20% reduction for historical commitments (£0.136m)

High Needs Block

2.4 The current, provisional allocation for 2026/27 for High Needs is £71.991m, an increase of £5.049m compared to the final 2025/26 allocation of £66.942m. The place funding for Academies and Free Schools is subsequently top sliced from the Local Authority allocation and paid directly to schools. For 2026/27, this indicative top slice is £18.304m to leave a sum of £53.687m being received directly by the Council. The top slice will be recalculated by the ESFA in the Spring/ Summer 2026 term to take account of the of the outcome of the 2026/27 High Needs Place return and the amount to be received directly by the Council will be adjusted accordingly.

2.5 For 2026/27 the DfE are temporarily suspending the high needs national funding formula (HNFF), which in previous years has been used to calculate local authorities' high needs allocations. Instead, local authorities' allocations will be based on their 2025/26 allocations, with some additional funding (£5.050m) equivalent to the funding allocated separately to local authorities in 2025/26 through the SBSG and NICs grants and also the Core Schools Budget Grant (CSBG). The suspension of the HNFF means that the allocations will include neither an update to the basic entitlement pupil numbers in special schools, nor a special free school adjustment. The DfE are, however, retaining the import/export adjustment which reflects changes in the balance of pupils and students educated within and outside the local authority's area, and consequent costs.

Early Years Block

2.6 Funding for Early Years has increased by £8.777m and is provisionally set at £47.611m for 2026/27, inclusive of additional grant funding for early years pupil premium (EYPP) and disability access fund (DAF). The early years element of additional funding to support the teachers/NJC pay award costs and the increased national insurance contribution which were combined and paid as a separate grant (EYNTPG) in 2025/26 have now been rolled into the core funding for 2026/27.

2.7 The finance regulations require all local authorities to provide funding to all Early Years settings via one single base rate (incorporated within a local funding formula) with a requirement that a minimum of 97% of the funding is pass-ported direct to providers, this is an increase of 1% from the mandated 96% pass through in 2025/26.

3. DSG Management Plan

3.1 Table 3 summarises the current DSG Management Plan as reported to the Schools Forum on 22 January 2026. Aligned with the budget setting process and the recent funding announcements, this shows an in-year projected deficit of £10.935m for 2025/26 which reverses the 2024/25 opening cumulative surplus of £1.182m to give a projected outturn deficit for 2025/26 of £9.753m.

3.2 The adverse position is forecast to increase with an in year 2026/27 forecast deficit of £23.166m; leading to an overall deficit balance of £32.919m being carried forward into 2027/28.

Table 2 - DSG Management Plan

DSG Management Plan	2025/26 £000	2026/27 £000
Opening Balance	**1,182**	**-9,753**
Income		
Schools Block	274,777	288,363
Central School Services Block (CSSB)	2,559	2,522
Early Years Block	38,834	47,611
High Needs Block	66,942	71,991
Total Income	**383,112**	**410,487**
Expenditure		
Schools Block	276,157	288,363
Central School Services Block (CSSB)	2,559	2,522
Early Years Block	39,156	47,611
High Needs Block	76,175	95,157
Total Expenditure	**394,047**	**433,653**
In Year Deficit	**-10,935**	**-23,166**
Balance Carried Forward	**-9,753**	**-32,919**

3.3 Mirroring national trends, there has been a major increase in the level of actual and anticipated net expenditure within the High Needs Block in both 2025/26 and 2026/27. There is increased demand and cost pressures throughout the full range of services and provision, the main contributing factors are costs associated with Special Schools, Post 16 provision and the cost of Out of Borough Placements. The decision to 'cash limit' the 2026/27 high needs funding (see paragraph 2.1) has also contributed to the pressure.

3.4 It is assumed that the increase in funding for schools, early years and central services in 2026/27 will be matched with corresponding expenditure and is therefore neutral within the Management Plan. The forecasts clearly rely on a series of assumptions in relation to both income and expenditure which will be kept under review and the Management Plan will be updated accordingly.

3.5 Clearly the financial position of the DSG has worsened with increasing cumulative deficits now being forecast for 2025/26 (£9.753m) and 2026/27 (£32.919m). It is an important element of the financial management of the Authority that the DSG, wherever possible is not in a deficit position, in mitigation, 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 continue during the remainder of 2025/26 and beyond.

3.6 The DSG Statutory Override, came into force in November 2020 and was initially applicable for 3 financial years starting in 2020/21. The 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 and should not be covered from general fund resources. In December 2022, it was announced the Government had agreed to the extension of the statutory override for a further three years up to March 2026. In June 2025, as part of a 'phased transition process' to reform the SEND system, the government confirmed a

further 2 year extension of the statutory override, effectively allowing Councils to keep their high-needs spending deficits off their books to the end of the 2027/28 financial year

3.7 In accordance with the above, 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 consistently complied with this requirement in the published accounts for the four financial years from 2020/21 through to 2023/24 and in the draft statements for 2024/25.

3.8 Announced, within the Final Local Government Finance Settlement 2026-27 to 2028-29, was the introduction of support for Local Authorities' DSG deficits in a phased approach. The first phase will tackle historic deficits accrued up to the end of 2025-26. All local authorities with SEND deficits will be eligible in 2026-27 to receive a grant covering 90% of their High Needs-related DSG deficit accrued up to the end of 2025-26. This will be subject to each Local Authority submitting and securing the DfE's approval of a local SEND reform plan. The Government acknowledges that SEND reform will take time to fully embed and Local Authorities will need further support. It also highlighted that for deficits that arise in 2026-27 and 2027-28, Local Authorities can expect that the Government will continue to take a similarly appropriate and proportionate approach to such support, though it will not be unlimited.

3.9 The DfE intends to publish the Schools White Paper at the end of February 2026. This will confirm plans for the reform of the SEND system which will also include the review of the methodology for allocating high needs funding. Support provided to Local Authorities will be linked to assurance that they are taking steps to make a reformed, inclusive education system a reality.

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APPENDIX 2

Calculation of Council Tax Base 2026/27 (Based on all properties)

Total number of Dwellings on the Valuation List		51,101	17,710	16,735	7,318	3,548	1,635	942	83	99,072
Total number of Exempt and Disabled Relief Dwellings on the Valuation List	200	(1,585)	(284)	(407)	(164)	(67)	(24)	(22)	(20)	(2,373)
No. of Chargeable Dwellings	200	49,516	17,426	16,328	7,154	3,481	1,611	920	63	96,699
Less: Estimated discounts, exemptions and disabled relief	(10.0)	(5,019.8)	(1,407.5)	(1,102.8)	(391.0)	(152.8)	(63.0)	(30.0)	(2.5)	(8,179.3)
Total equivalent number of dwellings after discounts, exemptions and disabled relief	190.0	44,496.3	16,018.5	15,225.3	6,763.0	3,328.3	1,548.0	890.0	60.5	88,519.8
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	105.6	29,664.2	12,458.8	13,533.6	6,763.0	4,067.9	2,236.0	1,483.3	121.0	70,433.3
Net effect of Local Council Tax Support Scheme (LCTSS) and other adjustments – reduction in Band D Equivalents										(9,026.6)
Increase in Band D equivalents in 2025/26 based on estimates of changes in discounts & exemptions and the acceleration of planned housing/ regeneration schemes										544
Total after LCTSS and other adjustments										61,950.4
Multiplied by estimated collection rate										96.75%
Band D Equivalents										**59,937**

For information - Supplementary Tax Bases – Saddleworth Parish Council 9,877 Shaw & Crompton Town Council 6,018

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Appendix 3 - Transformation Proposal

Transformation reductions

TRN-BR26-100

BUDGET DELIVERY PLAN 2026/27 & 2027/28

Transformation Programme

DATE COMPLETED: 13 January 2026

VERSION 1.0

OFFICIAL

1. Saving Proposal Title and Description

Project Title: Transformation Programme
Reference Number: TRN-BR26-100
Directorate: Council wide transformation programme
Service: Transformation
Project Description: Transformation programme focusing on how services are delivered to ensure financial sustainability whilst continuing to provide high-quality care and support to residents.

	2026/27 - 2029-30
Proposed Budget Reduction (£000)	(18,300)
Workforce Impact (FTE)	0

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2. Sponsor, Lead and Key Stakeholders

Senior Accountable Officer: Shelley Kipling, Chief Executive
Delivery Lead: Mike Barker, Executive Director Health and Care (Deputy Chief Executive)
Cabinet Portfolio Holder: Cllr Arooj Shah, Leader of the Council
Finance Manager: Lee Walsh, Director of Finance
HR Business Partner: Eleanor Devlin, Assistant Director of Workforce & Organisational Culture
Other internal stakeholders:
Executive Director Children and Young People
Director of Adult Social Care (DASS)
Executive Director Resources

Key External Stakeholders:
1. External Strategic Transformation Partner

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3. Scope and Purpose

Project Scope:
Local government finances are under immense strain due to historical underfunding, rising inflation, and demographic pressures. Councils are required to deliver essential services within increasingly tight budgets while responding to growing demand. The key financial and service pressures facing the Council include:

- **Underfunding**: Oldham receives less funding per capita compared to other LAs and their level of demand, which requires careful financial management to sustain services.
- **High Needs**: The borough has some of the highest levels of deprivation in the country, impacting health, employment, and housing.
- Limited Income Generation: Oldham's ability to raise revenue through council tax and business rates is lower than other areas.

- **Rising Demand**: More children and adults need care, homelessness is increasing, and the cost of providing these services continues to rise.
- **Financial Sustainability**: The Council has used reserves and efficiency savings in the past to balance its budget which is not sustainable.

In response to these challenges, the Council undertook a structured discovery phase to understand the underlying drivers of demand, cost and outcomes across its most pressured, demand-led service areas. The purpose of this work was not to identify short-term savings in isolation, but to identify sustainable opportunities to improve outcomes and value for money while continuing to meet statutory duties and residents' needs.

The discovery phase was delivered through a series of evidence-based workshops and deep dives held across the organisation. These sessions brought together service leaders, frontline practitioners, finance, commissioning and corporate colleagues and were grounded in real-life case examples drawn from Children's Services, Adult Social Care and Housing / Homelessness. Case reviews were used to examine how residents move through services in practice, where demand escalates unnecessarily, where decision-making becomes risk-averse, and where cost and complexity are introduced into the system.

This work was complemented by analysis of management information, spend and demand data, workforce trends, and benchmarking against comparable local authorities. Together, this provided a clear and shared understanding of:

- The root causes of rising demand and cost
- Where current service models unintentionally drive dependency
- Where practice, process or market design could be improved
- Which opportunities have the greatest potential for sustainable impact

As a result of this discovery work, the Council has developed a coherent transformation programme focused on delivering change at system, service and practice level. The programme is not a single initiative, but a coordinated set of workstreams designed to address the drivers of demand and cost in a structured and sustainable way. It includes:

- Redesign of front-door decision-making and early intervention to prevent escalation
- Increased focus on prevention, safeguarding and domestic abuse responses
- Promoting independence through enablement, reablement and family-based approaches
- Workforce productivity, recruitment and retention improvements
- Place-based and district working models that strengthen partnership delivery
- Income maximisation and improved commercial approaches where appropriate
- Improved use of data, digital tools and AI to strengthen performance visibility, decision-making and early intervention

To support delivery, the programme groups these opportunities into six inter-related themes, recognising that no single intervention will deliver the required impact in isolation. These themes are:

- **Theme 1: Prevention and Domestic Abuse**
- **Theme 2: Promoting Independence and Enabling Residents and Families to Live Independently**
- **Theme 3: Workforce – Productivity, Recruitment and Retention**
- **Theme 4: District Models and Partnership Working**
- **Theme 5: Income Maximisation**
- **Theme 6: Data, AI and Performance Visibility**

This thematic structure provides a clear framework for delivery, governance and benefits realisation, while allowing flexibility to adapt as learning emerges during implementation.

The opportunities identified are the building blocks of the Council's refreshed Transformation Programme which will focus on delivering financial savings from across Adults and Children's Social Care from 2026/27 to 2029/30.

The Council is seeking to secure an external delivery partner to support the delivery of the proposed savings because the scale, pace and complexity of the required change cannot be delivered through existing internal capacity and capability alone without materially increasing delivery risk.

The services in scope — including Children's Services and Adult Social Care — are among the most complex, high-risk and nationally challenged areas of local government. Delivering sustainable savings in these areas requires not only strategic intent, but deep operational expertise, disciplined benefits realisation and the ability to drive and embed practice change at scale.

The Council's leadership and operational teams are already managing significant in-year pressures and statutory responsibilities. While internal staff have strong local knowledge and professional commitment, there is limited spare capacity to design, mobilise and deliver a multi-year transformation programme of this scale alongside day-to-day service delivery.

Attempting to deliver this programme without additional capacity would risk:

- Dilution of focus
- Slippage in delivery timescales
- Increased pressure on already stretched teams
- Failure to embed change sustainably

An external partner provides additional, time-limited capacity to accelerate delivery without destabilising core services. This is not a substitute for internal ownership or accountability; rather, it is a deliberate risk mitigation measure designed to accelerate delivery, strengthen benefits realisation and build sustainable internal capability.

4. Objectives and Deliverables

Objectives:

1. To reduce expenditure within key demand led service areas to support the Council's financial position
2. That residents services are delivered in a cost effective yet high performing way

Deliverables:

1. Delivery of transformation programme savings from 2026/27 to 2029/30
2. Impact on residents is mitigated wherever possible

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5. Key Actions and Milestones

In the table below, include actions and steps required to deliver the saving, address findings from the EIA, address risks etc. Consider – resourcing and creation of project team, finalisation of project plans, consultation actions, providing notice to contractors/employees/stakeholders, date from when savings start accruing, re-procurement requirements, finalisation of EIA, training of internal resources.

Overarching timeline:

Week	Date	Delivery Milestone / Action	Delivery Owner
1	28 Jan 2026	Governance, Resources and Strategy Scrutiny Board review of budget papers	Lee Walsh
2	4 Mar 2026	Council approval of transformation programme savings at Budget Council meeting	Lee Walsh
3	March 2026	Conclude procurement of external Strategic Transformation Partner	Mike Barker
4	April 2026	Transformation Programme begins	Mike Barker
5	Monthly during 2026/27	Transformation Programme tracked and reported to through internal governance systems, groups and Boards	Mike Barker
6			
7			

NB: For 2026/27 savings, the timetable above needs to start now to impress the need to progress actions from the earliest opportunity. Clearly for some savings they will include actions both leading up to and beyond year end.

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6. Budget and Financial Overview

Budgets subject to saving:

- **Savings to be achieved:** *Explain what will generate the saving, e.g. reducing staffing cost, by income/expense type*
- **Controllable Base Budget:** *Set out the controllable base budgets from which the saving will be taken in the table below*

Cost Centre	Cost Centre Description	Account Code	Account Description	2026/27 Saving £000	2027/28 Saving £000	2028/29 Saving £000	2029/30 Saving £000
62903	ASC	R5*	Third Party Payments	1,900	7,100	4,400	2,300
60500	CSC	R5*	Third Party Payments	100	700	800	1,000

Cost of delivery: *Set out any incremental direct costs which will be incurred, breakdown, calculations etc. Clarify whether one-off or ongoing. Include any grants that will be used to offset or fund these.*

The proposal includes a recurrent investment of £2–3m per annum to support the delivery and sustainability of the forecast savings. This reflects a deliberate decision to invest in ongoing delivery capability rather than relying on short-term, one-off intervention in service areas where the drivers of demand and cost are structural and persistent.

The scale of the challenge facing the Council's demand-led statutory services means that savings cannot be delivered or sustained through temporary activity alone. Without ongoing capacity to manage demand, support practice change, and maintain grip on performance, there is a high risk that any initial savings would erode over time, leading to a return to previous patterns of demand and spend.

The proposed recurrent investment represents a relatively small proportion of the total savings forecast over the medium term. The investment is intended to enable the delivery of significantly larger recurring savings and to protect those savings once achieved. In this context, the cost should be understood as a necessary enabler rather than a pressure.

The financial case is therefore not whether the Council can afford this investment, but whether it can afford **not** to make it, given the scale of the underlying financial challenge.

A recurrent investment is proposed because:

- The drivers of demand (complexity, risk, market pressures, workforce shortages) are ongoing, not time-limited
- Sustaining reduced demand requires continuous oversight, early intervention and performance management

- Without dedicated capability, services tend to revert to risk-averse and high-cost practices
- Regulatory and market conditions continue to evolve, requiring ongoing adaptation

A one-off intervention would be unlikely to deliver durable change in this context. The £2–3m recurrent investment will support:

- Ongoing embedded delivery and improvement capability
- Specialist expertise in demand management, market shaping and practice improvement
- Continuous benefits realisation and financial assurance
- Data, performance and early warning capability
- Coaching and support for leaders, managers and practitioners

This ensures that savings are both delivered and sustained.

The recurrent investment is a proactive risk management measure. It materially reduces the likelihood of:

- Savings slippage or erosion
- Increased use of high-cost placements or crisis responses
- Adverse inspection outcomes
- Unplanned in-year financial pressures

The cost of failure or reversion would significantly exceed the cost of the investment.

Finally, the proposed recurrent investment is built into the MTFS as part of a sustainable financial recovery plan. It reflects an explicit choice to invest in capacity and capability that underpins long-term financial stability, rather than continuing to absorb volatility and unmanaged demand growth.

Key assumptions in calculating the saving:

The savings have been calculated using a set of explicit, transparent and conservative assumptions, agreed with Finance where possible and subject to ongoing validation as delivery progresses.

Timing and phasing of implementation

Savings are phased, recognising that implementation will not deliver a full-year effect in the first year. Assumptions distinguish clearly between:

- Early, capacity-based savings (e.g. reduced agency usage, vacancy management)
- Later, structural savings (e.g. reduced demand, pathway redesign, market cost reduction)

Savings assumptions reflect realistic mobilisation periods for:

- Workforce change (including consultation where required)
- Practice change embedding
- Market and commissioning adjustments
- No saving is assumed to start before the relevant change is operational.

Workforce-related assumptions

There are no planned reductions in FTE numbers, however, where workforce changes contribute to savings:

- Agency reductions are assumed from the point at which alternative capacity or changed practice is in place, not from programme start
- Vacancy savings are assumed only where posts are deliberately held vacant or removed, and only from the agreed effective date
- Permanent staffing changes would be assumed only once formal decisions and processes have been completed
- Savings are profiled on a pro-rata basis (e.g. months/12), not assumed as full-year effects.

Demand and package assumptions

Where savings relate to reductions in demand or cost, assumptions are based on:

- Reduction in a defined number of packages / placements
- Multiplied by an agreed average unit cost
- Applied over a realistic delivery period
- Savings profiles assume gradual impact, not immediate step changes
- Sensitivity is recognised where outcomes depend on behaviour change or external factors

Income-related assumptions (where applicable)

Where income growth contributes:

- Assumptions are explicit (e.g. x% price increase, y% volume change)
- Impact is tested against affordability and market tolerance
- Income assumptions are aligned to commissioning and legal advice

Financial Management and Measurement of Savings

How will savings be measured and demonstrated? Savings will be evidenced through:

- Comparison of actual expenditure against agreed baselines
- Validation by Finance through routine budget monitoring

Separation of:

- Cashable savings
- Cost avoidance
- One-off versus recurring impacts

Savings will only be counted once they are demonstrably reflected in reduced expenditure or increased income, not merely forecast or planned.

Benefits tracking and reporting

A formal benefits realisation framework will be established. Each saving line will have:

- An agreed baseline
- A clear calculation method
- A delivery owner
- A profile over time

Forecast, in-year and out-turn positions will be reported regularly through programme governance and Finance processes. This ensures transparency and avoids optimism bias.

Impact of Delays and Mitigation

- Impact of delays (e.g. consultation or implementation slippage)

The Council recognises that delays (for example due to trade union consultation, recruitment or system changes) may impact the timing of savings delivery. A one-month delay would typically:

- Reduce in-year savings by approximately 1/12 of the annualised value for the affected element
- Not remove the saving entirely, but defer its realisation

Mitigation actions if delays occur would include:

- Re-profiling savings to later months in the financial year
- Accelerating delivery in other workstreams where possible
- Extending the delivery period to secure full-year impact in subsequent years
- Using short-term management actions (e.g. tighter spend controls) where appropriate
- Escalation through governance if cumulative delays threaten overall delivery
- No mitigation would compromise statutory duties or service quality.

Key Financial and Operational Controls

To assure delivery of the savings, the following controls will be in place:

Financial controls

- Agreed baselines and benefits methodology signed off by Finance
- Regular reconciliation between programme forecasts and budget monitoring
- Clear audit trail for savings claims
- Section 151 oversight of material changes

Operational controls

- Clear accountability for each saving line
- Defined decision points and escalation thresholds
- Monitoring of service quality, demand and workforce indicators
- Ability to pause, adapt or re-sequence activity where delivery risk increases

The savings assumptions and financial management arrangements have been deliberately designed to be transparent, conservative and evidence-based. Savings are phased to reflect realistic implementation timelines, and no saving is assumed until the underlying change is operational. Delivery will be tracked through robust benefits realisation and financial monitoring, with clear controls, escalation routes and mitigation plans in place. This approach balances the need for financial grip with the reality of delivering change in complex statutory services.

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7. Communications/Engagement Plan

A proportionate communications and engagement plan will be developed to support delivery of the programme.

This will focus on early and ongoing engagement with staff, Members, partners and key stakeholders to build understanding of the purpose of the programme, the changes being introduced and the benefits sought for residents.

Engagement will prioritise those most affected by change, including frontline teams and service managers, and will use existing forums wherever possible to avoid unnecessary complexity.

Communications will be transparent about the challenges involved and will provide regular updates on progress, learning and impact.

This approach is intended to support ownership, manage expectations and reduce the risk of resistance or misunderstanding undermining delivery.

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8. Risk Management Plan

	Potential Risk	Mitigation Strategy	Risk Owner
1	Benefits are largely modelled not proven	Phase the programme around: • Discovery, Design, Pilot, Scale • Build contract around: • Milestone-based delivery • Benefits tracking with agreed baselines • Break clauses if impact not evidenced • Commit to external partner bringing benefits realisation methodology and independent validation	DEP CEO
2	Heavy dependency on behaviour change and practice change	Specify partner must demonstrate: • Experience delivering frontline behaviour change in councils • Embedded coaching model, not just analysis • Named delivery leads with practitioner credibility • Establish internal: • Dedicated transformation capacity • Clear senior responsible owners (SROs) • Programme governance with grip on delivery	DEP CEO
3	Benefits depend on cross-system factors outside council control	Partner scope must include: • Market shaping capability • Commissioning and provider negotiation expertise • Commercial modelling and contracting redesign Include joint work with: • Providers • Housing • Health partners • GM system where relevant	EXEC TEAM
4	Workforce capacity is already stretched	Explicitly procure partner to provide: • On-the-ground delivery support • Temporary capacity uplift • Practice improvement alongside doing the work • Sequence delivery to avoid “everything everywhere all at once”	EXEC TEAM
5	Foster carer recruitment assumptions are ambitious	Require partner to evidence: • Track record increasing foster carer recruitment in comparable LAs • End-to-end recruitment funnel redesign • Marketing, assessment, support offer redesign • Build early pilots with clear metrics (conversion rates, drop-off points)	DCS

6	Residential diversion assumes sufficient alternative provision	Link programmes explicitly: • Foster recruitment • Edge of care • Family help model • Design integrated placement strategy, not silo initiatives	DCS
7	Market cost mitigation may be unrealistic	Ensure partner has: • Proven commercial negotiation capability • Experience with dynamic purchasing systems / framework redesign • Evidence of influencing regional provider behaviour • Use benchmarking across GM / region as leverage	DEP CEO
8	Enablement throughput increase is extremely aggressive	• Map full pathway demand and constraints • Redesign operational model with frontline staff • Provide daily operational grip (huddles, flow management, performance loops) • Start with pilots in specific localities before scaling	DEP CEO
9	Prevention assumptions rely on behaviour change upstream	• Explicit practice model redesign • Leadership alignment workshops • Clear escalation routes and risk-sharing framework • Coaching for social workers and managers	DEP CEO
10	Reviews for LD cohort could increase costs rather than reduce	Tight eligibility criteria for targeted reviews Focus on: • Independence outcomes • Supported living alternatives • Assistive technology • Partner must bring expertise in strengths-based review models with evidence of net savings	DEP CEO

The risks will be identified and monitored as follows:

Given the complexity and inherent risk of the programme, risk management will be embedded as a core delivery discipline. Risks will be identified through structured mobilisation workshops, ongoing engagement with frontline services, analysis of performance data and external intelligence. A live risk register will be maintained and reviewed routinely through programme governance, with clear ownership, mitigation actions and escalation thresholds. This approach is designed to ensure emerging risks are surfaced early, managed proactively and escalated appropriately, rather than identified retrospectively.

9. Deliverability Rating and conclusion:

Deliverability rating out of 10: 5/10
RAG rating (1-3 green, 4-6 amber, 7+ red): 5/10

Rationale for the rating given:

This is a large-scale, system-wide transformation programme attempting to:

- Change frontline practice
- Shift culture
- Reduce demand
- Influence markets
- Deliver financial benefit
- Build new analytical and performance disciplines
- Deliver across three high-pressure statutory services simultaneously

The work we undertook through a diagnostic and discovery phase of work highlights:

- Most workstreams require capability not currently present locally
- There is a need and indeed a heavy reliance on behavioural change rather than structural change
- Benefits are largely untested and modelled
- Limited internal track record of delivering benefits-led transformation

This does not mean it is undeliverable. It means it is high risk without significant additional support and discipline.

What needs to happen to turn this rating to low risk / green?

The scale of change required to deliver these opportunities is significant and represents a fundamental shift in practice, culture and operational discipline across some of the most complex statutory services the Council delivers.

These are nationally recognised as areas where demand reduction and transformation is challenging to achieve and where many organisations struggle to deliver sustained impact.

An honest assessment is that, in the current state, the deliverability risk is high. The Council does not yet consistently have the embedded capability, capacity or delivery infrastructure required to implement this scale of change at pace.

However, evidence from comparable authorities demonstrates that with the right delivery partnership, governance, and operational discipline, these outcomes are achievable.

Procuring a partner is therefore not about outsourcing accountability, but about materially reducing delivery risk, accelerating impact, and ensuring the Council builds sustainable internal capability over time.

What specifically needs to happen to move to minimise the risk and turn it to ‘Green’ is:

The appointment of a credible, experienced delivery partner with:

- Proven delivery in comparable councils
- Experience in frontline practice change
- Benefits realisation track record

Strong internal governance:

- Named SROs
- Clear programme architecture
- Delivery cadence (not just reporting)

Explicit phasing:

- Three phases: Pilot, Prove, Scale
- Joint ownership with Finance of baselines and benefits
- Dedicated internal capacity (not “on top of day job”)

With these in place, this becomes a challenging but deliverable programme.

On balance, how do you justify and support the deliverability of this proposal if amber/red?

This programme is inherently challenging and carries a high degree of complexity and risk. That reflects the reality of attempting to shift demand, change practice and deliver financial impact in some of the most pressured statutory services in local government.

However, the status quo also carries significant and increasing risk, including financial unsustainability and worsening outcomes for residents. Doing nothing, or attempting to deliver this scale of change using existing capacity alone, is unlikely to succeed.

The proposed approach — including the procurement of an experienced delivery partner, strengthened governance, phased implementation, and robust benefits realisation — does not eliminate risk, but it materially reduces it. It represents the most credible and responsible route available to the Council to improve outcomes and secure long-term sustainability.

On that basis, while the programme remains high challenge, it is justifiable, necessary, and proportionate to proceed.

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10. Dependencies and Impacts

The following issues are key dependencies for the success of the saving proposal.

Internal Dependencies

1. Leadership alignment and sponsorship

Sustained commitment from Cabinet, Corporate Leadership Team and Directorate leadership to support practice change, tolerate short-term disruption, and maintain focus on long-term outcomes.

How this will be actively managed:

- Named Senior Responsible Owner (SRO) for the programme
- Formal governance structure with regular reporting to CLT and Members
- Agreed programme principles (e.g. outcomes-led practice, prevention-first)
- Explicit leadership sponsorship of practice change (including reinforcing expectations with managers)

2. Workforce engagement and practice change

Frontline staff and managers must adopt new ways of working, particularly in decision-making, thresholds, reviews and prevention activity.

How this will be actively managed:

- Early and continuous engagement with practitioners and unions
- Co-design of new ways of working rather than top-down imposition
- Training, coaching and reflective practice built into delivery model
- Clear escalation routes where staff feel unsure or risk-averse
- Ongoing feedback loops so learning is embedded, not episodic

3. Availability of internal capacity

Transformation activity requires dedicated time, not delivery “on top of day jobs”.

How this will be actively managed:

- Explicit identification of internal roles contributing to delivery
- Backfill or prioritisation decisions agreed by Directors
- External partner expected to provide capacity uplift alongside skills transfer
- Programme sequencing to avoid overloading services

4. Quality of data, baselines and benefits tracking

Credible delivery relies on agreed baselines and transparent tracking of impact.

How this will be actively managed:

- Agreement with Finance on baselines and benefits definitions before delivery
- Routine benefits reporting embedded into programme governance

- Use of operational dashboards (not just retrospective reports)
- Independent validation of progress at key milestones

5. Corporate alignment across services

Many opportunities rely on coordination across Children's, Adults, Housing, Finance, HR and Commissioning.

How this will be actively managed:
- Cross-directorate programme board
- Clear ownership for cross-cutting workstreams
- Explicit dependencies mapped and monitored
- Regular escalation where organisational barriers emerge

External Dependencies

1. Provider markets (care, placements, housing, support services)

Market behaviour influences cost, capacity and availability (e.g. residential placements, foster carers, TA supply).

How this will be actively managed:
- Active market engagement and communication
- Strengthened commissioning and contract management approach
- Use of benchmarking and regional collaboration to strengthen negotiating position
- Clear market-shaping strategy aligned to demand reduction objectives

2. Partner agencies (NHS, police, schools, housing providers)

Prevention, early help and demand reduction depend on system-wide behaviours.

How this will be actively managed:
- Alignment with existing partnership boards (e.g. safeguarding partnerships, health integration)
- Shared data and risk discussions where appropriate
- Clear articulation of shared benefits (e.g. reduced demand, better outcomes)
- Escalation routes where system misalignment creates risk

3. Regulatory environment

Ofsted, CQC and statutory guidance shape acceptable practice and thresholds.

How this will be actively managed:
- Ensuring all changes are consistent with statutory duties
- Involving principal social workers and professional leads in design
- Maintaining clear audit trails for decision-making
- Proactive communication with regulators where necessary

Key Impacts and How They Will Be Managed

Internal Impacts

Impact on staff roles, workload and ways of working

- Changes to thresholds, decision-making and case management
- Increased use of reviews, enablement and prevention activity
- Potential anxiety about accountability and risk
- What has been / will be done to manage this:
- Early engagement with managers and staff networks
- Trade union engagement where workforce impacts arise
- Clear articulation that this is about better outcomes, not just savings
- Support structures (coaching, supervision, leadership visibility)
- Ongoing feedback mechanisms to identify unintended consequences

Impact on corporate resources (Finance, HR, ICT, Commissioning)

- Increased demand for analytical support
- HR involvement in recruitment or role changes
- Commissioning workload changes
- Management actions:
- Explicit identification of corporate contributions in programme planning
- Prioritisation agreed through CLT
- Avoiding informal, unplanned reliance on already stretched teams

External Impacts

- Impact on providers and markets
- Potential reduction in volume of high-cost placements
- Greater scrutiny of quality and price
- Changes to commissioning expectations

How this will be managed:

- Clear communication with providers about direction of travel
- Fair and transparent commissioning processes
- Phased implementation to avoid destabilising the market
- Monitoring for unintended consequences (e.g. market withdrawal)

Can stakeholders impede progress?

Providers can resist change, withdraw capacity, or increase prices.
Mitigation: strong commissioning grip, regional collaboration, diversified supply, and early engagement.

Impact on partners (health, housing, voluntary sector)

- Increased expectations of early support and prevention
- Greater coordination around complex cases
- Potential shift in demand patterns

How this will be managed:

- Engagement through existing partnership governance
- Clear articulation of mutual benefit
- Escalation where dependencies are not being met

Resident Impacts

Likely resident consequences

- Positive intended impacts:
- More people supported earlier, before crisis
- More children growing up in family environments
- Greater independence for adults
- Fewer households entering temporary accommodation
- More stable long-term outcomes

Potential risks:

- Residents may perceive reduced access to services
- Fear that decisions are financially driven
- Risk that some groups feel excluded or unheard
- How resident impacts will be actively managed

Engagement and involvement:

- Use of existing resident forums (e.g. care leaver groups, parent forums, disability reference groups)
- Engagement with advocacy organisations
- Involving lived experience in design where possible

Safeguards:

- Clear eligibility and decision-making frameworks
- Monitoring of equality impacts
- Formal complaints routes and learning loops
- Ongoing evaluation of outcomes, not just costs

The intention of this programme is not to reduce support, but to improve outcomes by intervening earlier, supporting independence, and avoiding crisis wherever possible.

Where changes affect access to services, these will be carefully monitored to ensure that statutory duties are met and that vulnerable residents are not adversely impacted.

In summary, this programme involves significant change and therefore carries real impacts for staff, partners and residents. These impacts are recognised and will be actively managed rather than underestimated. The approach places strong emphasis on engagement, transparency, phased implementation and continuous feedback.

The Council recognises that delivering savings in high-risk statutory services must be done carefully, ethically and with clear oversight. The programme governance, delivery model and engagement approach are designed to ensure that impacts are understood, mitigated and monitored throughout delivery.

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11. Resource Requirements (non-finance related):

Resources

Resource Area	Specific Requirement	Purpose / Contribution to Delivery	How Managed
Internal – Leadership & Accountability	SRO (Director-level), Directorate Leads (Children's, Adults, Housing), Heads of Service	Clear ownership, decision-making authority, prioritisation of delivery activity	Formal governance, named accountability, reporting through Programme Board and CLT
Internal – Operational Leads	Workstream leads (e.g. Front Door, Enablement, Sufficiency, Prevention), Practice Leads, Service Managers	Translate programme into operational practice, embed change in teams, manage risk	Built into role expectations, supported through programme structure
Internal – Programme Capacity	Programme Manager, Project/Delivery Managers, Benefits & Performance Lead, Business Support	Grip on delivery, sequencing, risk management, benefits tracking and reporting	Dedicated programme structure with clear milestones and reporting cycles
Internal – Frontline Engagement	Practitioner involvement, champions, participation in pilots	Ensures solutions are realistic, owned by staff, and sustainable	Planned engagement, protected time for key contributors
Corporate – Finance	Baseline agreement, benefits validation, financial modelling	Ensures credibility of savings and avoids optimism bias	Formal role in governance, routine validation of progress
Corporate – HR	Workforce planning, recruitment support, union engagement, role redesign	Manages workforce impacts and supports cultural change	Planned involvement aligned to delivery phases

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Corporate – Legal	Statutory compliance, commissioning advice, contract assurance	Protects Council from legal and regulatory risk	Early involvement in design and decision points
Corporate – Commissioning / Procurement	Market engagement, contract redesign, partner procurement	Enables market-shaping and cost control	Integrated into workstreams and programme governance
Corporate – ICT / Data	Data access, dashboards, system improvements	Provides insight, performance management and early warning	Prioritised through corporate planning and governance
Corporate Transformation Team	Programme assurance, benefits framework, risk discipline, change methodology	Ensures consistency, quality and challenge across the programme	Defined role in governance, not replacing service ownership
External – Delivery Partner	Specialist transformation expertise, embedded capacity, coaching, modelling	Reduces delivery risk, accelerates impact, builds internal capability	Procured contract with clear outcomes, milestones and knowledge transfer

The resources outlined above reflect the reality that this programme cannot be delivered through goodwill alone. It requires dedicated leadership, structured programme capacity, coordinated corporate support and specialist external expertise. This resource model has been designed deliberately to balance accountability remaining within the Council with sufficient additional capacity and capability to make delivery credible. Without this level of resourcing, the likelihood of successfully delivering the proposed savings would be materially reduced.

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12. Legal and Compliance Considerations:

The classification of this programe has been deemed as OTHER (Discretionary transformation programme delivered in the context of statutory services)

The proposal relates to the procurement of a delivery partner and implementation of a transformation programme to support delivery of financial savings across statutory service areas (e.g. Children's Services, Adult Social Care, Homelessness).

The decision to pursue this programme, and to procure external support, is discretionary. However, the services affected are governed by extensive statutory duties, and therefore while the programme itself is discretionary, its design and delivery must at all times comply with statutory obligations, regulatory requirements and public law duties.

This distinction is important and intentional:

- The Council is not reducing statutory duties
- The Council is changing how services are delivered to better meet duties and improve sustainability

All delivery must remain lawful, proportionate and compliant

Applicable Laws and Regulations

Delivery of the programme must operate within the framework of existing legal and regulatory duties, including (but not limited to):

Children's Services

- Children Act 1989
- Children Act 2004
- Working Together to Safeguard Children (statutory guidance)
- Care Planning, Placement and Case Review Regulations 2010
- Adoption and Children Act 2002
- Ofsted inspection framework (ILACS / JTAI)

Adult Social Care

- Care Act 2014
- Care and Support Statutory Guidance
- Mental Capacity Act 2005
- Deprivation of Liberty Safeguards / Liberty Protection Safeguards (where applicable)
- CQC assurance framework for local authorities

Corporate and Cross-Cutting Duties

- Local Government Act 1999 (Best Value Duty)
- Equality Act 2010 (PSED)
- Human Rights Act 1998
- Data Protection Act 2018 / UK GDPR
- Public Contracts Regulations 2015 (for procurement of partner)
- Local authority financial governance requirements (e.g. Section 151 responsibilities)

Measures to Ensure Compliance in Delivering the Saving

The programme will be explicitly designed to strengthen compliance, not weaken it. Compliance will be actively managed through the following measures:

1. Legal and statutory oversight built into design

- Legal Services involved in reviewing programme proposals where thresholds, eligibility or service models are affected
- Principal Social Worker (Children's) and Principal Social Worker / Professional Lead (Adults) embedded in design

- Assurance that all proposed changes are consistent with statutory guidance
- This ensures practice changes are professionally led, not financially driven.

2. Clear separation between financial objectives and individual decision-making

- Savings targets will not be applied to individual case decisions
- Practitioners will continue to make decisions based on assessed need, risk and professional judgement
- Financial impact will be achieved through system design, not case-level rationing
- This is a critical safeguard and worth stating explicitly.

3. Equality and impact considerations

- Equality Impact Assessments (EqIAs) undertaken where changes affect access or service design
- Monitoring of outcomes for protected groups
- Engagement with relevant community and resident groups

4. Governance and assurance

- Formal governance with senior professional oversight
- Risk escalation where statutory compliance concerns arise
- Internal Audit / Monitoring Officer involvement where appropriate
- Transparent documentation of decisions and rationale

5. Regulatory alignment

- Alignment with Ofsted / CQC expectations on quality, oversight and outcomes
- Use of inspection frameworks as a benchmark for good practice
- Proactive management of regulatory risk rather than retrospective defence

While this proposal is discretionary in nature, it operates within highly regulated statutory service environments. The Council will ensure that all elements of design and delivery remain fully compliant with relevant legislation, statutory guidance and regulatory expectations. Legal, professional and corporate oversight will be embedded within the programme to ensure that financial objectives do not override statutory duties, professional judgement or residents' rights. The intention of the programme is to strengthen the Council's ability to meet its duties sustainably, not to dilute them.

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13. Project Closure Criteria:

Success will be defined through a combination of financial, operational and quality measures, agreed upfront with Finance and monitored throughout delivery.

Financial confirmation

The saving will be considered delivered when:

- The agreed cashable saving is reflected in the Council's budget position
- Finance confirms that expenditure has reduced against the agreed baseline
- The reduction is sustained over a defined period (e.g. two consecutive quarters) rather than a one-off variance
- This avoids reliance on forecasted or assumed benefits.

Operational evidence

Financial impact must be underpinned by real operational change, such as:

- Sustained reduction in high-cost placements
- Reduction in average unit cost of care packages
- Reduced length of stay in temporary accommodation
- Increased proportion of step-downs / reablement outcomes
- Improved throughput in key pathways

Quality and outcomes assurance

The saving will not be considered successfully delivered if achieved at the expense of service quality or statutory compliance. Therefore, success also includes:

- No material deterioration in safeguarding indicators
- No increase in complaints, escalations or legal challenge
- Maintenance or improvement in inspection outcomes
- Stable or improving workforce indicators

This ensures financial delivery aligns with resident outcomes.

Is there a clear end point for implementation?

Yes as the programme distinguishes between implementation and business-as-usual operation. Implementation phase ends when:

- All agreed service model changes are in place
- New ways of working are embedded in practice guidance and supervision
- New governance and performance arrangements are operational
- Benefits tracking demonstrates sustained impact
- Ownership for ongoing delivery has transferred fully to line management

At this point, the programme transitions from a "change project" to "business as usual"

The programme will define formal exit criteria for each workstream and for the overall programme.

What is required post-delivery to ensure savings are sustained?

Sustainability is treated as a design requirement, not an afterthought.

1. Embedding into normal management practice
    - New expectations built into role profiles and supervision
    - Performance indicators embedded into routine dashboards
    - Ongoing monitoring owned by service leadership, not the programme team

2. Continued benefits monitoring
    - Savings tracked through normal financial monitoring
    - Early warning triggers agreed where performance starts to drift
    - Clear accountability if performance deteriorates
    - This avoids the common failure mode where savings erode quietly over time.

3. Ongoing capability and culture
    - Continued use of practice frameworks introduced during the programme
    - Internal champions and trained leads retained in services
    - Leadership reinforcing the new ways of working consistently

4. Governance and assurance
    - Periodic internal audit or deep-dive reviews
    - Continued reporting through directorate and corporate performance frameworks
    - Use of inspection frameworks (Ofsted/CQC) as ongoing benchmarks

5. Clear “no reversion” expectations
    - An explicit organisational stance that:
    - The previous model was financially unsustainable
    - Reversion to old practices is not acceptable
    - Drift will be challenged and addressed through management routes

In summary, this is cultural as much as technical. Successful delivery will be confirmed when Finance validates that the agreed cashable saving has been achieved and sustained, and when operational data demonstrates that this has been delivered through genuine changes in practice and service delivery rather than one-off variances. The programme will define clear exit criteria for implementation, at which point ownership will transfer fully to line management. Post-delivery, sustainability will be ensured through embedding new practices into supervision, performance management and governance arrangements, ongoing financial and operational monitoring, and clear accountability for maintaining performance. This approach is designed to prevent drift and avoid reversion to previous ways of working.

14. Appendices:

List and attach/provide any additional documentation or workings in support of this proposal:

1. Appendix A – N/A
2. Appendix B – N/A

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15. Approval and Sign-off:

Review and Approval: This Project Initiation Document has been reviewed and approved by the Project Sponsor.

Sign-off:

- Senior Accountable Officer (Strategic Director): Mike Barker, Executive Director Health and Care (Deputy Chief Executive)



- Date: ___20 January 2026_____

Review and Approval: This Project Initiation Document has been reviewed and approved by the Cabinet Member.

Sign-off:

- Cabinet Member: Cllr Arooj Shah, Cabinet Member for Growth



- Date: 20th January 2026

Summary of Budget Reductions by Cabinet Member Portfolio

Reference	Proposal Name	Responsible Officer	2026/27		Total	EIA Required?
			Proposed Budget Reduction £000	Proposed FTE Reduction	Proposed Budget Reduction £000	
Leader of the Council and Cabinet Member for Growth - Cllr A Shah						
PLC-BR26-038	Place – Top Tier Directorates Restructure	Emma Barton	(1,511)	13.0	**(1,511)**	No
Cllr A Shah Total			**(1,511)**	**13.0**	**(1,511)**	
Deputy Leader and Cabinet Member for Finance, Corporate Services and Sustainability - Cllr A Jabbar, MBE						
RES-BR26-001	Increase in expected Revenues and Benefits Income	Mark Edmonson	(350)	0.0	**(350)**	No
RES-BR26-002	Financial Services - Annual Leave Purchase Scheme	Lee Walsh	(36)	0.0	**(36)**	No
RES-BR26-003	Financial Services - Additional Income from Dividends	Lee Walsh	(300)	0.0	**(300)**	No
RES-BR26-004	Financial Services - Cash Expenses	Lee Walsh	(20)	0.0	**(20)**	No
RES-BR26-034	Essential Car User Review / Fleet Hire Reduction	Eleanor Devlin / Nasir Dad	(150)	0.0	**(150)**	No
RES-BR26-042	Procure Partnerships Framework Income	Lee Walsh	(317)	0.0	**(317)**	No
Cllr A Jabbar Total			**(1,173)**	**0.0**	**(1,173)**	
Cabinet Member for Adults, Health and Wellbeing - Cllr B Brownridge						
ASC-BR26-024	MioCare Management Fee Reduction	Jayne Ratcliffe	(475)	0.0	**(475)**	No
ASC-BR26-026	ASC Service Redesign of specialist provision	Jayne Ratcliffe	(185)	4.0	**(185)**	No
ASC-BR26-035	Introduction of an Oldham Living Wage for Care Workers	Jayne Ratcliffe	(2,456)	0.0	**(2,456)**	Yes
Cllr B Brownridge Total			**(3,116)**	**4.00**	**(3,116)**	
Cabinet Member for Children and Young People - Cllr S Mushtaq						
CYP-BR26-030	Remodel Children's Social Care Senior Management	Julie Daniels	(83)	1.00	**(83)**	No
PLC-BR26-043	Reduction of Grant Awards	Neil Consterdine	(100)	0.00	**(100)**	Yes
Cllr S Mushtaq Total			**(183)**	**1.00**	**(183)**	
Cabinet Member for Culture & Leisure - Cllr P Dean						
PHL-BR26-029	Impact of Agency Model: Oldham Community Leisure	Rebecca Fletcher	(336)	0.00	**(336)**	No
Cllr P Dean Total			**(336)**	**0.00**	**(336)**	
Cabinet Member for Transport and Highways - Cllr C Goodwin						
PLC-BR26-039	Highways – Programme Reprioritisation	Nasir Dad	(436)	0.00	**(436)**	No
Cllr C Goodwin Total			**(436)**	**0.00**	**(436)**	
Statutory Deputy Leader and Cabinet Member for Neighbourhoods - Cllr E Taylor						
PLC-BR26-032	Housing Options – Savings and Mitigations	Neil Consterdine	(1,000)	0.00	**(1,000)**	No
PLC-BR26-040	Waste, Greenspace and Cleansing Re-Prioritisation	Nasir Dad	(350)	0.00	**(350)**	No
Cllr E Taylor Total			**(1,350)**	**0.00**	**(1,350)**	
Total			**(8,105)**	**18.00**	**(8,105)**	

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Appendix 5

Budget Reduction Proposals

Budget reductions

PLC-BR26-038

BUDGET DELIVERY PLAN 2026/27

Place – Top Tier Directorate Restructure

DATE COMPLETED: 02 January 2026

VERSION 2.2

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1. Saving Proposal Title and Description

Title: Place – Top Tier Directorate Restructure
Reference Number: PLC-BR26-038

Directorate: Place – Growth, Environment, Communities
Service: All Place Directorates Service Areas

Description: Review of span and tiers across Place Directorates senior management team (Directors, Assistant Directors, Team Leaders)

	2026/27
Proposed Budget Reduction (£000)	(1,511)
Workforce Impact (FTE)	13

2. Sponsor, Lead and Key Stakeholders

Senior Accountable Officer: Emma Barton, Deputy Chief Executive (Place)

Delivery Lead: Place Directors – Nasir Dad, Neil Consterdine, Vacant / Interim Director of Growth

Cabinet Portfolio Holder: Cabinet Members for Growth; Neighbourhoods, Culture, and Transport & Highways

Finance Manager: John Hoskins
HR Business Partner: Natasha Needham

3. Scope and Purpose

Project Scope:

In alignment with other savings proposals for the Place Directorate, this project looks to review the span and tiers of senior management across Growth, Environment and Communities Directorates optimising breadth of managerial responsibility, while protecting and ensuring relevant support for trainees, apprentices and frontline services.

This opportunity facilitates a full review of the services within Place Directorate to optimise and realign work priorities and efficiencies to consider how services could be structured differently to provide a more robust management structure across the services. This approach of reviewing the Team Leaders, Assistant Directors and Directors responsibilities will ensure service delivery consistency, while also protecting succession planning and career development opportunities.

This restructure will fully explore income generation including using existing external grants where staff time/costs can be assigned, and where applicable, ensuring recharge to capital allocations.

It is envisaged that this proposal will create a stronger core structure and more accountable senior management team across the directorate, to enhance service collaboration, embed transformational change and new ideas for efficient resident focused service delivery, and to ensure support for the leadership team through relevant spans of control and breadth of activities.

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4. Objectives and Deliverables

Objectives & Deliverables:

1. Reduce Spend against the Council's General Revenue Account by **£1.5m** per annum from 1 April 2026.
2. Maximise income generation (fees income and external grants) to cover staffing costs as much as possible.
3. Capitalise staff costs where time is spent on project delivery.
4. Establish a stronger and more robust management structure to support efficiency across the directorates.

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5. Key Actions and Milestones

Overarching timeline:

Week	Date	Delivery Milestone / Action	Delivery Owner
1	Jan 2026	Consultation options drafted	Deputy Chief Executive (Place)
2	6 Jan	Restructure Consultation Document drafted and shared with TUs Confirm budget implications and opportunities for the options being considered	Deputy Chief Executive (Place)
3	12 Jan	Consultation Document shared with staff	Deputy Chief Executive (Place) and AD HR
4	Jan / Feb	121s and Lets Talk Discussions to explore individual implications and options	Deputy Chief Executive (Place) and Directors
5	End Feb	Consultation ends, feedback reviewed, proposals finalised and agreed with Tus, HR and Finance.	Deputy Chief Executive (Place), Dir Finance and AD HR
6	March	Implementation - interviews / assignment where applicable	Deputy Chief Executive (Place) and AD HR
7	April	Budget reductions / new fees and charges / external grant funding in place to fund staffing structure	Deputy Chief Executive (Place) and Directors

6. Budget and Financial Overview

Budgets subject to saving: £1,511k

- £150k – Growth Directorate *(c.2 or 3 FTE)*
    - Planning, Transport and Housing
    - Creating and Better Place
    - Asset Management

- £1.031m – Communities Directorate *(c.6 FTE)*
    - District & Youth Services
    - Heritage, Libraries and Arts
    - Housing Needs
    - Community Safety

- £330k – Environment Directorate *(c.4 FTE)*
    - Waste, Greenspace and Cleansing
    - Public Protection
    - Highways and Engineering

Cost of delivery: *Set out any incremental direct costs which will be incurred, breakdown, calculations etc. Clarify whether one-off or ongoing. Include any grants that will be used to offset or fund these.*

Description	One-off/ ongoing?	2026/27 Cost £000	2027/28 Cost £000
Retirement / Pension Strain	TBC		
VR	TBC		
TOTAL	**TBC**		

Key assumptions in calculating the saving:

- New structures will be implemented from 1 April 2026 and therefore savings realised from 1 April 2026.
- Notice period for some senior staff may be 2-3 months, which could take their employment end date into the new financial year and impact on savings delivery.

- Where any delays occur, additional savings will be accelerated from within the service redesigns to compensate and / or additional new external funds will be secured to cover staffing costs.
- Some staffing posts to be funded from external grants from 1 April 2026
    - capital – regeneration and transport projects; and / or
    - revenue grants where applicable secured through TfGM. GMCA and or other third parties.
- Some risks to delayed implementation associated with retirement being taken, voluntary / compulsory redundancy processes being taken, and associated notice periods given this work is targeted at the senior management tiers.

Financial Management:

- Achievement of budget lines over the course of the financial year.
- Delayed implementation of the new structures and fees / charges for any reason will reduce the saving in-year proportionally with the time delay.
- Effective financial management of the projects within the Regeneration and Transport Programmes to ensure draw down of the necessary capital funding to support the relevant officers time / costs without affecting funding available for project delivery.

7. Communications/Engagement Plan

- Staff consultation will be required for the Directorates given the structure changes will affect all teams
- Consultation with Trade Unions is programmed into the timeline.
- Public consultation is not necessary for this proposal, but awareness raising through Comms will be required where fees and charges are being increased.

8. Risk Management Plan

	Potential Risk	Mitigation Strategy	Risk Owner
1	Uncertainty of income from external grants (capital and revenue)	Income reviewed monthly and kept under review.	Deputy Chief Exec (Place)
2	Capital income from sites not realised.	Regularly review and identify any potential delays to site delivery / disposal	Deputy Chief Exec (Place) / Finance Team
3	Staff disengagement during consultation	Support and continued engagement on options	Deputy Chief Exec and HR
4	Impact on service delivery	Income reviewed monthly and kept under review.	Deputy Chief Exec and HR
5	Timely recruitment to vacant posts	Processes commenced before Christmas break and push on various targeted channels to maximise chances of success	Deputy Chief Exec and HR
6	Delayed implementation of savings due to 3month notice periods	Additional savings from within the service redesigns to compensate – and / or Savings offset with external funding sources	Deputy Chief Exec and Directors

The risks will be identified and monitored as follows:

- Monitoring income throughout year
- Managing / Delivering of Programmes effectively
- Continued engagement with staff and unions

NB - Mitigation needs focus on prevention, not just cure, of the risk and be actively managed and pursued from the outset.

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9. Deliverability Rating and conclusion:

Deliverability rating out of 10: 3/4 – Green / Amber (due to risks set out above)

Impact RAG rating (1-3 green, 4-6 amber, 7+ red):

- Green / low risk (1-3) overall as new structures and fee charges will be implementable by 1 April 2026 and should not impact on service delivery or residents / communities in any way.
- However, individual risks itemised above may tip this into amber if staff disengage or if there is a visible impact on service delivery.
- Some risks with increasing fees and charges having an impact on demand for services, and some risk with securing relevant external grants (Capital and Revenue).

What needs to happen to turn this rating to low risk / green?

- Engagement and support through consultation phases
- Clear decision through Let's Talk processes

- Timeline for implementation agreed and deployed without delay
- Horizon scanning for external grants and early engagement with awarding organisations.

On balance, how do you justify and support the deliverability of this proposal if amber/red?

- N/A

---

10. Dependencies and Impacts

The following issues are key dependencies for the success of the saving proposal.

Internal dependencies:

- **HR Capacity:** to support restructure and removal of vacant posts.

External dependencies:

- **Grant award timelines:** alignment of bid writing and grant awards by external partners to cover staffing costs and offset revenue savings needed

The following issues are key impacts from the delivery of the saving proposal.

Internal impacts:

- *None anticipated*

External impacts:

- *None anticipated*

Resident impacts:

- *None anticipated*

---

11. Resource Requirements (non-finance related):

Resources:

- No internal staffing resources required to deliver the saving (other than AD time).
- HR support in consulting on restructures with teams and TUs.

---

12. Legal and Compliance Considerations:

Some services in this proposal are statutory services and provide an essential / critical service for communities, others are discretionary. However, this proposal shouldn't impact on statutory duties or service delivery.

Applicable Laws and Regulations:

- Various – listed under separate excel sheet if needed

Measures to ensure compliance with the above in delivering the saving:

- Proposal enables the continued compliance with above legislation.

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13. Project Closure Criteria:

Completion Criteria:

- *How will you know when the saving has been delivered/completed successfully?*
  - Financial: budget allocations met and external grants are secured to offset revenue reductions
  - Operational: New mangement model is implemented without impact on service delivery
- *Is there a clear end point when all implementation activity should be complete?*
  - March 2027: Vacant posts removed and new model implemented.
- *What requirements are there post-delivery to ensure the saving sticks and is sustainable and the council does not lapse into old ways?*
  - None anticipated

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14. Appendices:

List and attach/provide any additional documentation or workings in support of this proposal:

Separate consultation document on leadership changes and options for consideration available if needed

15. Approval and Sign-off:

Review and Approval: This Project Initiation Document has been reviewed and approved by the Project Sponsor.

Sign-off:

- Senior Accountable Officer (Strategic Director): Emma Barton, Deputy Chief Executive (Place)



Date: 20th January 2026

Review and Approval: This Project Initiation Document has been reviewed and approved by the Cabinet Member.

Sign-off:

- Cabinet Member: Cllr Arooj Shah, Cabinet Member for Growth



- Date: 20th January 2026

OFFICIAL

RES-BR26-001

BUDGET DELIVERY PLAN 2026/27 & 2027/28

Increase in expected Revenues and Benefits Income

Finance, Corporate Services and Sustainability

DATE COMPLETED: 8th December 2025

VERSION 1.0

OFFICIAL

1. Saving Proposal Title and Description

Project Title: Increase in expected Revenues and Benefits Income
Reference Number: RES-BR26-001
Directorate: Finance, Corporate Services and Sustainability
Service: Revenues and Benefits
Project Description: To increase the level of expected income from Liability Orders.

	2026/27
Proposed Budget Reduction (£000)	(350)
Workforce Impact (FTE)	0

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2. Sponsor, Lead and Key Stakeholders

Senior Accountable Officer: Fiona Greenway, Executive Director
Delivery Lead: Mark Edmondson Assistant Director Revenues and Benefits
Cabinet Portfolio Holder: Cllr Abdul Jabbar
Finance Manager: Matthew Kearns
HR Business Partner: Akddus Khan
Other internal stakeholders: Adam Parsey Interim Head of Revenues / Nick Davis Revenues Manager
Key External Stakeholders: None

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3. Scope and Purpose

Project Scope:

As part of our statutory duty to collect Council Tax we are allowed to charge for reasonable costs incurred in obtaining Liability Orders. This proposal aims to more accurately reflect the level of income within the budget. This will in effect provide net benefit of £350k to our overall budget position with no required change in policy.

---

4. Objectives and Deliverables

Objectives:

1. Raise additional income.

Deliverables:

1. Collect additional income and adjust the corresponding budget accordingly.

---

5. Key Actions and Milestones

In the table below, include actions and steps required to deliver the saving, address findings from the EIA, address risks etc. Consider – resourcing and creation of project team, finalisation of project plans, consultation actions, providing notice to contractors/employees/stakeholders, date from when savings start accruing, re-procurement requirements, finalisation of EIA, training of internal resources.

Overarching timeline:

Week	Date	Delivery Milestone / Action	Delivery Owner
1	01 Jan 2026	Raise costs as recovery action is taken.	Adam Parsey
2	28 Jan 2026	Governance, Resources and Strategy Scrutiny Board review of budget reduction proposal	Mark Edmundson
3	4 Mar 2026	Council approval of budget reduction proposals at Budget Council meeting	Mark Edmundson
4	31 Mar 2026	Identify total costs raised/collected in 2025/26.	Adam Parsey
5	1 Apr 2026	Implementation of budget reduction proposal - increase income target.	Lee Walsh
6	June 2026	Review of delivery of budget reductions in line with revenue budget monitoring processes	Mark Edmundson
7	Monthly	Detailed monitoring of costs and invoices raised.	Mark Edmundson

NB: For 2026/27 savings, the timetable above needs to start now to impress the need to progress actions from the earliest opportunity. Clearly for some savings they will include actions both leading up to and beyond year end.

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6. Budget and Financial Overview

Budgets subject to saving:

- **Savings to be achieved:** *Explain what will generate the saving, e.g. reducing staffing cost, by income/expense type*
- **Controllable Base Budget:** *Set out the controllable base budgets from which the saving will be taken in the table below*

Cost Centre	Cost Centre Description	Account Code	Account Description	2025/26 Base Budget £000	2026/27 Saving £000	2027/28 Saving £000	Residual Base Budget £000
10300	Council Tax Collection	R91034	Summons Costs Recoveries	(442)	(350)	0	(792)

Cost of delivery: *Set out any incremental direct costs which will be incurred, breakdown, calculations etc. Clarify whether one-off or ongoing. Include any grants that will be used to offset or fund these.*

Description	One-off/ ongoing?	2026/27 Cost £000	2027/28 Cost £000
N/A			
TOTAL			

Key assumptions in calculating the saving:

- The Revenues Budget includes the expenditure required to efficiently and effectively collect Council Tax.
- Unfortunately, some taxpayers do not make payment in accordance with their statutory instalment scheme.
- We are allowed to recover the reasonable costs incurred in obtaining Liability Orders enabling us to offset the expenditure in the budget.

Financial Management:

- The saving will be calculated based of average income over a three-year period.
- If collection rates improve and income from costs reduces this will be offset by reductions in expenditure and additional Council Tax income received.
- The MHCLG Council Tax consultation could make major changes to the way Council Tax is collected which would impact on costs income.

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7. Communications/Engagement Plan

To discuss and address: Not applicable

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8. Risk Management Plan

	Potential Risk	Mitigation Strategy	Risk Owner
1	Costs not raised correctly	Procedures and Policies	Adam Parsey
2	Council tax paid in full	Additional income will more than offset reduction in costs income.	Adam Parsey

The risks will be identified and monitored as follows:

- Revenues dashboard records costs raised.
- MHCLG inform us of any changes to legislation.
- Revenues team monitor legal cases affecting the recovery of costs.

NB - Mitigation needs focus on prevention, not just cure, of the risk and be actively managed and pursued from the outset.

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9. Deliverability Rating and conclusion:

Deliverability rating out of 10: 1 Green
RAG rating (1-3 green, 4-6 amber, 7+ red):
Rationale for the rating given:

- We are on target to achieve the additional income.

What needs to happen to turn this rating to low risk / green?

- Not applicable.

On balance, how do you justify and support the deliverability of this proposal if amber/red?

- Not applicable.

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10. Dependencies and Impacts

The following issues are key dependencies for the success of the saving proposal.
Internal dependencies:

- Summonses issued in accordance with legislation.
- Liability Order hearings conducted in relation to legislation.

External dependencies:

- MHCLG Council tax consultation may change procedure for recovery of Council Tax.

The following issues are key impacts from the delivery of the saving proposal.
Internal impacts:

- Staff continue to follow procedures.

External impacts:

- None.

Resident impacts:

- None as costs limited to reasonable costs incurred.

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11. Resource Requirements (non-finance related):

Resources:

- Revenues and Customer Services staff to deal with administration relating to collection of Council Tax.
- Postage costs and Court fees.

12. Legal and Compliance Considerations:

Is this proposal STATUTORY DUTY / MANDATORY / DISCRETIONARY / OTHER?

Applicable Laws and Regulations:

- Council Tax (Administration and Enforcement Regulations) 1992.

Measures to ensure compliance with the above in delivering the saving:

- Costing calculated yearly.

13. Project Closure Criteria:

Completion Criteria:

- At end of financial year total cost raised in the period identified.
- If rate of collection increases and costs income reduces the additional income received will more than offset the reduction in income.

14. Appendices:

List and attach/provide any additional documentation or workings in support of this proposal: Not applicable.

15. Approval and Sign-off:

Review and Approval: This Project Initiation Document has been reviewed and approved by the Project Sponsor.
Sign-off:

- Senior Accountable Officer (Strategic Director):

  Fiona Greenway – Executive Director of Resources



  Date: 19.01.2026

Review and Approval: This Project Initiation Document has been reviewed and approved by the Cabinet Member.

Sign-off:

- Cabinet Member:

  Cllr Abdul Jabbar- Deputy Leader and Cabinet Member for Finance, Corporate Services and Sustainability



- Date: 19. 01. 2026

RES-BR26-002

BUDGET DELIVERY PLAN 2026/27 & 2027/28

Financial Services – Annual Leave Purchase Scheme

Resources

DATE COMPLETED: 10 December 2025

VERSION 1.0

OFFICIAL

1. Saving Proposal Title and Description

Project Title: Financial Services – Annual Leave Purchase Scheme
Reference Number: RES-BR26-002
Directorate: Resources
Service: Finance Service
Project Description: Budget reduction proposal for financial services relating to additional income for the Annual Leave Purchase Scheme

	2026/27
Proposed Budget Reduction (£000)	(36)
Workforce Impact (FTE)	0

2. Sponsor, Lead and Key Stakeholders

Senior Accountable Officer: Fiona Greenway, Executive Director Resources
Delivery Lead: Lee Walsh, Director of Finance (S151 Officer)
Cabinet Portfolio Holder: Cllr Abdul Jabbar, MBE
Finance Manager: Vickie Lambert
HR Business Partner: Akddus Khan
Other internal stakeholders: N/A
Key External Stakeholders: N/A

3. Scope and Purpose

Project Scope:

The Council operates an Annual Leave Purchase Scheme (ALPS) with all Council employees able to purchase additional annual leave. This is done by application which is approved by the relevant line manager to ensure any request will not have a detrimental impact on service delivery.

An income target was applied and was assigned to the corporate financial services budget area for these purchases. An assessment of the income generated for ALPS has been undertaken, looking at the actuals received in the past two financial years, actuals received to date and projections for the financial year. Based upon this, it is appropriate and achievable to increase this income target by **£0.036m** to £0.150m for the 2026/27 financial year.

4. Objectives and Deliverables

Objectives:

1. To deliver budget reductions to deliver a robust and balanced budget for the Council in 2026/27

Deliverables:

1. Increase income target for scheme

5. Key Actions and Milestones

In the table below, include actions and steps required to deliver the saving, address findings from the EIA, address risks etc. Consider – resourcing and creation of project team, finalisation of project plans, consultation actions, providing notice to contractors/employees/stakeholders, date from when savings start accruing, re-procurement requirements, finalisation of EIA, training of internal resources.

Overarching timeline:

Week	Date	Delivery Milestone / Action	Delivery Owner
1	28 Jan 2026	Governance, Resources and Strategy Scrutiny Board review of budget reduction proposal	Lee Walsh
2	4 Mar 2026	Council approval of budget reduction proposals at Budget Council meeting	Lee Walsh
3	March 2026	Details on 2026/27 Annual Leave Purchase Scheme to be communicated via Council's Team Brief with dates for applications included	HR/Comms
4	1 Apr 2026	Implementation of budget reduction proposals - increase income target	Lee Walsh
5	June 2026	Review of delivery of budget reductions in line with revenue budget monitoring processes	Lee Walsh

NB: For 2026/27 savings, the timetable above needs to start now to impress the need to progress actions from the earliest opportunity. Clearly for some savings they will include actions both leading up to and beyond year end.

6. Budget and Financial Overview

Budgets subject to saving:

- **Savings to be achieved:** *Explain what will generate the saving, e.g. reducing staffing cost, by income/expense type*
- **Controllable Base Budget:** *Set out the controllable base budgets from which the saving will be taken in the table below*

Cost Centre	Cost Centre Description	Account Code	Account Description	2025/26 Base Budget £000	2026/27 Saving £000	2027/28 Saving £000	Residual Base Budget £000
12101	Corporate Expenses	R10901	Annual Leave Purchase Scheme	(114)		(36)	(150)

Cost of delivery: *Set out any incremental direct costs which will be incurred, breakdown, calculations etc. Clarify whether one-off or ongoing. Include any grants that will be used to offset or fund these.*

Description	One-off/ ongoing?	2026/27 Cost £000	2027/28 Cost £000
N/A			
TOTAL			

Key assumptions in calculating the saving:
For example:

- ALPS – Growth in income based on last two years actuals, actuals to date in 2025/26 and projection for the 2025/26 financial year.

Financial Management:

- How will the value of the saving actually achieved, or forecast be measured and demonstrated as saved?
    - Income target will be increased for 1 April 2026. Achievability will be assessed in line with revenue budget monitoring timetable and reporting to Financial Sustainability Steering Group.
- What is the impact on the saving if any issues (e.g. trade union and staff consultation processes) delay implementation (or key aspects thereof at greater risk) by a month? Set out how this would be mitigated if this were to happen.
    - N/A

- Any key financial/operational controls required to assure/support the saving?
    - Communication of Annual Leave Purchase Scheme applications for 2026/27 – same as what has been delivered for 2025/26.

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7. Communications/Engagement Plan

To discuss and address:

- Staff consultation, if relevant – N/A
- Public consultation, if relevant – N/A
- Third party engagement – N/A
- Other – N/A

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8. Risk Management Plan

	Potential Risk	Mitigation Strategy	Risk Owner
1	Number of applications for Annual Leave Purchase Scheme reduced from previous years	Communication of ALPS in Council Team Brief, Managers Updates	Lee Walsh

The risks will be identified and monitored as follows:

- Number of applications for ALPS received and processed by payroll by 1 April 2026.

NB - Mitigation needs focus on prevention, not just cure, of the risk and be actively managed and pursued from the outset.

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9. Deliverability Rating and conclusion:

Deliverability rating out of 10: 1 GREEN
RAG rating (1-3 green, 4-6 amber, 7+ red):
Rationale for the rating given:

- ALPS – based on actual activity evidenced in current and previous financial year.

What needs to happen to turn this rating to low risk / green?

- N/A

On balance, how do you justify and support the deliverability of this proposal if amber/red?

- N/A

10. Dependencies and Impacts

The following issues are key dependencies for the success of the saving proposal.
Internal dependencies:

- Annual Leave Purchase Scheme applications from employees. Communication plan in line with 2025/26 scheme i.e. Council's Team Brief and Manager's updates

External dependencies:

- N/A

The following issues are key impacts from the delivery of the saving proposal.
Internal impacts:

- N/A

External impacts:

- N/A

Resident impacts:

- N/A

11. Resource Requirements (non-finance related):

Resources:

- List out internal staffing resources required to deliver the saving.
- Support required from other directorates/central services.
    - Communications team – announcement of ALPS scheme applications included as part of Team Brief and Managers Updates (in line with 2025/26)
    - HR / Payroll – receipt and processing of ALPS applications in time for April 2026 payroll deadlines.

12. Legal and Compliance Considerations:

Is this proposal DISCRETIONARY

Applicable Laws and Regulations:

- Finance – Accounting practices

Measures to ensure compliance with the above in delivering the saving:

- Budget monitoring and completion of Statutory Statement of Accounts.

13. Project Closure Criteria:

Completion Criteria:

- How will you know when the saving has been delivered/completed successfully? Achieved in line with revenue budget monitoring timeline
- Is there a clear end point when all implementation activity should be complete? 31/03/2027
- What requirements are there post-delivery to ensure the saving sticks and is sustainable and the council does not lapse into old ways?
    - Continued communication of ALPS

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14. Appendices:

List and attach/provide any additional documentation or workings in support of this proposal:

1. N/A

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15. Approval and Sign-off:

Review and Approval: This Project Initiation Document has been reviewed and approved by the Project Sponsor.

Sign-off:

- Senior Accountable Officer (Strategic Director):

  Fiona Greenway – Executive Director of Resources



  Date: 19.01.2026

Review and Approval: This Project Initiation Document has been reviewed and approved by the Cabinet Member.

Sign-off:

- Cabinet Member:

  Cllr Abdul Jabbar- Deputy Leader and Cabinet Member for Finance, Corporate Services and Sustainability



- Date: 19. 01. 2026

RES-BR26-003

BUDGET DELIVERY PLAN 2026/27 & 2027/28

Financial Services – Additional income from Dividends

Resources

DATE COMPLETED: 10 December 2025

VERSION 1.0

OFFICIAL

1. Saving Proposal Title and Description

Project Title: Financial Services – Additional Income from Dividends
Reference Number: RES-BR26-003
Directorate: Resources
Service: Finance Service
Project Description: Budget reduction proposals for financial services relating to additional income from Dividends

	2026/27
Proposed Budget Reduction (£000)	(300)
Workforce Impact (FTE)	0

2. Sponsor, Lead and Key Stakeholders

Senior Accountable Officer: Fiona Greenway, Executive Director Resources
Delivery Lead: Lee Walsh, Director of Finance (S151 Officer)
Cabinet Portfolio Holder: Cllr Abdul Jabbar, MBE
Finance Manager: Vickie Lambert
HR Business Partner: Akddus Khan
Other internal stakeholders: N/A
Key External Stakeholders: N/A

3. Scope and Purpose

Project Scope:

The Council receives dividends from its treasury activities. A full review of treasury income has been undertaken and the current income target for this area can be increased based upon current and future forecasting. It is proposed that an additional target of **£0.300m** can be achieved for 2026/27.

4. Objectives and Deliverables

Objectives:

1. To deliver budget reductions to deliver a robust and balanced budget for the Council in 2026/27

Deliverables:

1. Increase income target for Council dividends

5. Key Actions and Milestones

In the table below, include actions and steps required to deliver the saving, address findings from the EIA, address risks etc. Consider – resourcing and creation of project team, finalisation of project plans, consultation actions, providing notice to contractors/employees/stakeholders, date from when savings start accruing, re-procurement requirements, finalisation of EIA, training of internal resources.

Overarching timeline:

Week	Date	Delivery Milestone / Action	Delivery Owner
1	28 Jan 2026	Governance, Resources and Strategy Scrutiny Board review of budget reduction proposal	Lee Walsh
2	4 Mar 2026	Council approval of budget reduction proposals at Budget Council meeting	Lee Walsh
4	1 Apr 2026	Implementation of budget reduction proposal - increase income target	Lee Walsh
5	June 2026	Review of delivery of budget reductions in line with revenue budget monitoring processes	Lee Walsh

NB: For 2026/27 savings, the timetable above needs to start now to impress the need to progress actions from the earliest opportunity. Clearly for some savings they will include actions both leading up to and beyond year end.

6. Budget and Financial Overview

Budgets subject to saving:

- **Savings to be achieved:** *Explain what will generate the saving, e.g. reducing staffing cost, by income/expense type*
- **Controllable Base Budget:** *Set out the controllable base budgets from which the saving will be taken in the table below*

Cost Centre	Cost Centre Description	Account Code	Account Description	2025/26 Base Budget £000	2026/27 Saving £000	2027/28 Saving £000	Residual Base Budget £000
12101	Corporate Expenses	R95005	Dividends Received	(400)		(300)	(700)

Cost of delivery: *Set out any incremental direct costs which will be incurred, breakdown, calculations etc. Clarify whether one-off or ongoing. Include any grants that will be used to offset or fund these.*

Description	One-off/ ongoing?	2026/27 Cost £000	2027/28 Cost £000
N/A			
TOTAL			

Key assumptions in calculating the saving:
For example:

- Dividend – Growth in income from dividend based on treasury activities and external communications.

Financial Management:

- How will the value of the saving actually be achieved, or forecast be measured and demonstrated as saved?
    - Income target will be increased for 1 April 2026. Achievability will be assessed in line with revenue budget monitoring timetable and reporting to Financial Sustainability Steering Group.
- What is the impact on the saving if any issues (e.g. trade union and staff consultation processes) delay implementation (or key aspects thereof at greater risk) by a month? Set out how this would be mitigated if this were to happen.
    - N/A
- Any key financial/operational controls required to assure/support the saving?
    - N/A

7. Communications/Engagement Plan

To discuss and address:

- Staff consultation, if relevant – N/A
- Public consultation, if relevant – N/A
- Third party engagement – N/A
- Other – N/A

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8. Risk Management Plan

	Potential Risk	Mitigation Strategy	Risk Owner
1	Dividends received lower than income target	Early confirmation of dividend payment schedule as part of treasury activities	Lee Walsh

The risks will be identified and monitored as follows:

- Schedule of dividend receipts provided in advance of 1 April 2026 wherever possible

NB - Mitigation needs focus on prevention, not just cure, of the risk and be actively managed and pursued from the outset.

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9. Deliverability Rating and conclusion:

Deliverability rating out of 10: 1 GREEN
RAG rating (1-3 green, 4-6 amber, 7+ red):
Rationale for the rating given:

- Dividends – treasury activity schedule

What needs to happen to turn this rating to low risk / green?

- N/A

On balance, how do you justify and support the deliverability of this proposal if amber/red?

- N/A

10. Dependencies and Impacts

The following issues are key dependencies for the success of the saving proposal.

Internal dependencies:

- N/A

External dependencies:

- Dividend receipts from external treasury activities – early and consistent communication around receipts

The following issues are key impacts from the delivery of the saving proposal.
Internal impacts:

- N/A

External impacts:

- N/A

Resident impacts:

- N/A

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11. Resource Requirements (non-finance related):

Resources:

- List out internal staffing resources required to deliver the saving. – N/A
- Support required from other directorates/central services. – N/A
- Support required from corporate transformation team – N/A
- External support required – N/A
- List any non-staffing resources required – N/A

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12. Legal and Compliance Considerations:

Is this proposal DISCRETIONARY

Applicable Laws and Regulations:

- Finance – Accounting practices

Measures to ensure compliance with the above in delivering the saving:

- Budget monitoring and completion of Statutory Statement of Accounts.

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13. Project Closure Criteria:

Completion Criteria:

- How will you know when the saving has been delivered/completed successfully? Achieved in line with revenue budget monitoring timeline
- Is there a clear end point when all implementation activity should be complete? 31/03/2027
- What requirements are there post-delivery to ensure the saving sticks and is sustainable and the council does not lapse into old ways?
    - Ongoing review of treasury activities

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14. Appendices:

List and attach/provide any additional documentation or workings in support of this proposal:

1. N/A

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15. Approval and Sign-off:

Review and Approval: This Project Initiation Document has been reviewed and approved by the Project Sponsor.

Sign-off:

- Senior Accountable Officer (Strategic Director):
- Fiona Greenway – Executive Director of Resources



Date: 19.01.2026

Review and Approval: This Project Initiation Document has been reviewed and approved by the Cabinet Member.

Sign-off:

- Cabinet Member:

Cllr Abdul Jabbar- Deputy Leader and Cabinet Member for Finance, Corporate Services and Sustainability



- Date: 19/01/2026

RES-BR26-004

BUDGET DELIVERY PLAN 2026/27 & 2027/28

Financial Services – Cash Expenses

Resources

DATE COMPLETED: 10 December 2025

VERSION 1.0

OFFICIAL

1. Saving Proposal Title and Description

Project Title: Financial Services – Cash Expenses
Reference Number: RES-BR26-004
Directorate: Resources
Service: Finance Service
Project Description: Budget reduction proposals for financial services relating to reduction in budgetary provision for cash collection.

	2026/27
Proposed Budget Reduction (£000)	(20)
Workforce Impact (FTE)	0

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2. Sponsor, Lead and Key Stakeholders

Senior Accountable Officer: Fiona Greenway, Executive Director Resources
Delivery Lead: Lee Walsh, Director of Finance (S151 Officer)
Cabinet Portfolio Holder: Cllr Abdul Jabbar, MBE
Finance Manager: Vickie Lambert
HR Business Partner: Akddus Khan
Other internal stakeholders: N/A
Key External Stakeholders: N/A

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3. Scope and Purpose

Project Scope:

As the use of cash for payments for services has reduced the need for cash collection services has reduced. The budget provision held for this activity can now be reduced by **£0.020m** and it is proposed to remove this base budget for 2026/27. This proposal is not reliant on any shift in council policy with regards to acceptance of cash payments.

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4. Objectives and Deliverables

Objectives:

1. To deliver budget reductions to deliver a robust and balanced budget for the Council in 2026/27

Deliverables:

1. Remove budgetary provision

---

5. Key Actions and Milestones

In the table below, include actions and steps required to deliver the saving, address findings from the EIA, address risks etc. Consider – resourcing and creation of project team, finalisation of project plans, consultation actions, providing notice to contractors/employees/stakeholders, date from when savings start accruing, re-procurement requirements, finalisation of EIA, training of internal resources.

Overarching timeline:

Week	Date	Delivery Milestone / Action	Delivery Owner
1	28 Jan 2026	Governance, Resources and Strategy Scrutiny Board review of budget reduction proposal	Lee Walsh
2	4 Mar 2026	Council approval of budget reduction proposals at Budget Council meeting	Lee Walsh
4	1 Apr 2026	Implementation of budget reduction proposal – reduce budgetary provision	Lee Walsh
5	June 2026	Review of delivery of budget reductions in line with revenue budget monitoring processes	Lee Walsh

NB: For 2026/27 savings, the timetable above needs to start now to impress the need to progress actions from the earliest opportunity. Clearly for some savings they will include actions both leading up to and beyond year end.

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6. Budget and Financial Overview

Budgets subject to saving:

- **Savings to be achieved:** *Explain what will generate the saving, e.g. reducing staffing cost, by income/expense type*
- **Controllable Base Budget:** *Set out the controllable base budgets from which the saving will be taken in the table below*

Cost Centre	Cost Centre Description	Account Code	Account Description	2025/26 Base Budget £000	2026/27 Saving £000	2027/28 Saving £000	Residual Base Budget £000
12101	Corporate Expenses	R44402	Cash & Bank Expenses	33		(20)	13

Cost of delivery: *Set out any incremental direct costs which will be incurred, breakdown, calculations etc. Clarify whether one-off or ongoing. Include any grants that will be used to offset or fund these.*

Description	One-off/ ongoing?	2026/27 Cost £000	2027/28 Cost £000
N/A			
TOTAL			

Key assumptions in calculating the saving:
For example:

- Cash Expenses – cost reduction with cash collection services reduced or eliminated wherever possible.

Financial Management:

- How will the value of the saving actually be achieved, or forecast be measured and demonstrated as saved?
    - Expenditure budget will be removed for 1 April 2026. Achievability will be assessed in line with revenue budget monitoring timetable and reporting to Financial Sustainability Steering Group.
- What is the impact on the saving if any issues (e.g. trade union and staff consultation processes) delay implementation (or key aspects thereof at greater risk) by a month? Set out how this would be mitigated if this were to happen.
    - N/A
- Any key financial/operational controls required to assure/support the saving?
    - N/A

---

7. Communications/Engagement Plan

To discuss and address:

- Staff consultation, if relevant – N/A
- Public consultation, if relevant – N/A
- Third party engagement – N/A
- Other – N/A

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8. Risk Management Plan

	Potential Risk	Mitigation Strategy	Risk Owner
1	N/A		

The risks will be identified and monitored as follows:

- N/A

NB - Mitigation needs focus on prevention, not just cure, of the risk and be actively managed and pursued from the outset.

OFFICIAL

9. Deliverability Rating and conclusion:

Deliverability rating out of 10: 1 GREEN
RAG rating (1-3 green, 4-6 amber, 7+ red):
Rationale for the rating given:

- Already delivered in 2025/26

What needs to happen to turn this rating to low risk / green?

- N/A

On balance, how do you justify and support the deliverability of this proposal if amber/red?

- N/A

---

10. Dependencies and Impacts

The following issues are key dependencies for the success of the saving proposal.

Internal dependencies:

- N/A

External dependencies:

- N/A

The following issues are key impacts from the delivery of the saving proposal.
Internal impacts:

- N/A

External impacts:

- N/A

Resident impacts:

- N/A

---

11. Resource Requirements (non-finance related):

Resources:

- List out internal staffing resources required to deliver the saving. – N/A
- Support required from other directorates/central services. – N/A
- Support required from corporate transformation team – N/A
- External support required – N/A
- List any non-staffing resources required – N/A

---

12. Legal and Compliance Considerations:

Is this proposal DISCRETIONARY

Applicable Laws and Regulations:

- Finance – Accounting practices

Measures to ensure compliance with the above in delivering the saving:

- Budget monitoring and completion of Statutory Statement of Accounts.

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13. Project Closure Criteria:

Completion Criteria:

- How will you know when the saving has been delivered/completed successfully? Achieved in line with revenue budget monitoring timeline
- Is there a clear end point when all implementation activity should be complete? 31/03/2027
- What requirements are there post-delivery to ensure the saving sticks and is sustainable and the council does not lapse into old ways?
    - N/A – already in place

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14. Appendices:

List and attach/provide any additional documentation or workings in support of this proposal:

1. N/A

---

15. Approval and Sign-off:

Review and Approval: This Project Initiation Document has been reviewed and approved by the Project Sponsor.

Sign-off:

- Senior Accountable Officer (Strategic Director):

  Fiona Greenway – Executive Director of Resources



  Date: 19.01.2026

Review and Approval: This Project Initiation Document has been reviewed and approved by the Cabinet Member.

Sign-off:

- Cabinet Member:

  Cllr Abdul Jabbar- Deputy Leader and Cabinet Member for Finance, Corporate Services and Sustainability



- Date: 19. 01. 2026

RES-BR26-034

BUDGET DELIVERY PLAN 2026/27 & 2027/28

Essential Car User Review / Fleet Hire Reduction

PLACE / RESOURCES - DIRECTORATE

DATE COMPLETED: 02 January 2026

VERSION 2.1

OFFICIAL

1. Saving Proposal Title and Description

Project Title: Essential Car User Review / Fleet Hire Reduction

Reference Number: RES-BR26-034
Directorate: Environment / HR&OD
Service: Fleet

Project Description:

This project will review essential car user designations taking into account changes to job roles in recent years and will remove the requirement for staff to use Fleet Hire vehicles when travelling certain distances (over 50 miles for one business journey).

Summary of proposals: ultimately this proposal will see a reduction in fleet hire costs, as we have identified a discrepancy between staff with essential car user allowances, travel expenses, and use of fleet hire provisions based on current policy wording.

	2026/27
Proposed Budget Reduction (£000)	(150)
Workforce Impact (FTE)	0

2. Sponsor, Lead and Key Stakeholders

Senior Accountable Officer: Nasir Dad, Director of Environment
Delivery Lead: Eleanor Devlin, Assistant Director HR&OD

Cabinet Portfolio Holder: Cllr Jabbar
Finance Manager: John Hoskins
HR Business Partner: Julie Lynch

Other internal stakeholders: Service users and Trade Unions

Key External Stakeholders: N/A

3. Scope and Purpose

Project Scope: The Car Allowance Scheme Policy provides for mileage and lump sum arrangements for employees who need to use their car in the course of their employment.

The current OMBC policy provides for a £500 lump sum per annum for "Essential Car Users" and 100% parking subsidy, plus 45p per mile mileage rate. Non-essential users receive a rate of 45p per mile.

Staff who are undertaking a car journey of over 50 miles currently are mandated to book this as a Fleet Car, regardless of being an Essential Car User or not.

“Essential Car users” are defined through a Car User Designation Questionnaire (CUDQ) where roles should score more than 40 points. These are reviewed by a JE Panel. Typically, these users would drive very regularly in their role and/or need to transport equipment or service users and would need to be mobile within 20 minutes.

A review has been undertaken to review:

1. The current cohort of Essential Car Users, and whether changes need to be made.

2. Options as to whether the current Car User Arrangements are value for money and/or in line with wider GM activity.

There are 576 Essential Car users listed on the system, predominantly focused in Social Care (63% of users) albeit there are users across all Directorates. This would be a committed cost of £288,000 for lump sum payments.

Each Directorate has reviewed the list and returned details of whether these roles are still appropriate for Essential Car User status.

The majority of returned data suggests that allocations are correct, based on a management desktop review. **Currently there are 31 roles identified as potentially not requiring Essential Car User allowance, but also 16 roles which should receive this which are not on the list.** Further investigation into these roles is currently underway.

The current Fleet Car policy suggests that individuals driving more than 50 miles use a Fleet Car, with no exception for Essential Car users. The proposal is to consult to alter this rule so individuals would no longer be required to hire a Fleet Car for business journeys over 50 miles. They would be expected to use their own vehicle and/or public transport, although a Fleet Car could be available if required and if approved by a senior member of the service. This is in line with other Greater Manchester Local Authorities. This proposal would require Trade Union consultation.

---

4. Objectives and Deliverables

Objectives:

1. “Essential car user” designations to be reviewed and confirmed across all Directorates

2. Review fleet Hire rules and amend requirement for Fleet car hire for business journeys over 50miles

Deliverables:

1. Final options to be determined, however key parameters are set out in the project scope above

---

5. Key Actions and Milestones

Overarching timeline :

Item	Date	Delivery Milestone / Action	Delivery Owner
1	December 25	Review proposals with Trade Unions and gain agreement in principle for the change.	AD HR
2	January 26	Initial review and redraft of fleet hire rules and update	Dir Env
3	January 26	Workforce Briefing / Policy / FAQs	BP/ DP
4	March 26	Implementation readiness / approvals	AD HR

---

6. Budget and Financial Overview

Budgets subject to saving: £150k

Cost of delivery: none anticipated

Key assumptions in calculating the saving: set out above in project scope

Financial Management:

- **How will the value of the saving actually be achieved or forecast be measured and demonstrated as saved?** Savings will be achieved through reduction in Fleet Car usage.
- **What is the impact on the saving if any issues (e.g. trade union and staff consultation processes) delay implementation (or key aspects thereof at greater risk) by a month? Set out how this would be mitigated if this were to happen**. No delay anticipated following early TU engagement and workforce briefing
- **Any key financial/operational controls required to assure/support the saving?** Regular Budget Monitoring

---

7. Communications/Engagement Plan

To discuss and address:

- **Union & Staff consultation;** Formal consultation required on proposals and policy change
- **Public consultation;** none anticipated

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8. Risk Management Plan

	Potential Risk	Mitigation Strategy	Risk Owner
1	consultation impact	Early engagement and clarity on the points for discussion Awareness of benefits for staff in changing the policy	AD / Dir
2	staff disengagement	Early engagement and discussions – listen and respond	AD / Dir
3	potential challenge from Unions	Early engagement and discussions	AD / Dir
4	potential recruitment impacts	Review of impacts on key roles where recruitment is a challenge and ensure this is fed into the engagement process	AD / Dir
5	workforce concerns escalating / increase in grievance	Early engagement and discussions	AD / Dir

The risks will be identified and monitored as follows:

- TBC

NB - Mitigation needs focus on prevention, not just cure, of the risk and be actively managed and pursued from the outset.

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9. Deliverability Rating and conclusion:

Deliverability rating out of 10: 3

- The operational plan is clear, but financial deliverability is risky due to uncertainty of consultation impact and residual reduction of fleet hire

RAG rating (1-3 green, 4-6 amber, 7+ red): 3-4

- Project is deliverable but the potential challenge will be Union and staff consultation and engagement on the proposals and unknown outcome of how this may be received. Depending on how these progress, there might be a delay between ending the consultation and implementation.

What needs to happen to turn this rating to low risk / green?

- Early engagement through HR with Unions and workforce / staff impacted

On balance, how do you justify and support the deliverability of this proposal if amber/red?

- The plan itself is reasonable and fair, and fully deliverable. However, as set out there are risks linked to staff disengagement, potential recruitment impacts and workforce concerns escalating

---

10. Dependencies and Impacts

The following issues are key dependencies for the success of the saving proposal.

Internal dependencies:

- *Senior team review of Essential Car User designations*

External dependencies:

- *Trade Union Cooperation: The timeline relies on constructive engagement with Unions*

The following issues are key impacts from the delivery of the saving proposal.

Internal impacts:

- *None anticipated*

External impacts:

- *None anticipated*

Resident impacts:

- *None anticipated as level of service will continue*

---

11. Resource Requirements (non-finance related):

Resources:

- **Internal Staffing Resources:**
  - HR Business Partnering: Dedicated support is required for consultation process
- **Support required from other directorates/central services:**
  - Finance – payroll implications
- **List any non-staffing resources required:**
  - Engagement and time with Trade Unions

---

12. Legal and Compliance Considerations:

This proposals falls within discretionary service provision

Applicable Laws and Regulations:

- Employment Rights Act 1996: Governance of the redundancy process and consultation requirements (Section 188 notice).

Measures to ensure compliance with the above in delivering the saving:

- Consultation: A formal consultation with Trade Unions will be conducted to satisfy employment law requirements.

13. Project Closure Criteria:

Completion Criteria:

- How will you know when the saving has been delivered/completed successfully?

    1. Financial: 2026/27 budget is managed and service delivery model is rolled out effectively

- Is there a clear end point when all implementation activity should be complete?

    Yes: May 2027. Policies changed and implemented with full year of seasonal variances reviewed and monitored to determine any unforeseen impacts in service delivery and workforce ready for the following year.

- What requirements are there post-delivery to ensure the saving sticks and is sustainable and the council does not lapse into old ways?

    1. Grievance review and monitoring linked to change to fleet hire policy
    2. Fleet hire reviews and challenge when booking requests made to determine essential nature / requirements
    3. Internal policy to state that only Directors can approve the use of hire vehicles in their service
    4. Regular review of car user designations as job roles change / service delivery changes

14. Appendices:

List and attach/provide any additional documentation or workings in support of this proposal:

None applicable

15. Approval and Sign-off:

Review and Approval: This Project Initiation Document has been reviewed and approved by the Project Sponsor.

Sign-off:

- Senior Accountable Officer (Strategic Director):

  Fiona Greenway – Executive Director of Resources



  Date: 19.01.2026

Review and Approval: This Project Initiation Document has been reviewed and approved by the Cabinet Member.

Sign-off:

- Cabinet Member:

  Cllr Abdul Jabbar- Deputy Leader and Cabinet Member for Finance, Corporate Services and Sustainability



- Date: 19.01.2026

RES-BR26-042

BUDGET DELIVERY PLAN 2026/27 & 2027/28

Procure Partnerships Framework Income

Resources

DATE COMPLETED: 6 January 2026

VERSION 1.0

OFFICIAL

1. Saving Proposal Title and Description

Project Title: Procure Partnerships Framework Income
Reference Number: RES-BR26-042
Directorate: Resources
Service: Finance
Project Description: To adjust the budget held corporately to take into account historical and future income from other Public Sector bodies using the framework to procure construction projects.

	2026/27
Proposed Budget Reduction (£000)	(317)
Workforce Impact (FTE)	0

2. Sponsor, Lead and Key Stakeholders

Senior Accountable Officer: Lee Walsh
Delivery Lead: Lee Walsh, Director of Finance
Cabinet Portfolio Holder: Cllr A Jabbar, MBE
Finance Manager: Vickie Lambert
HR Business Partner: N/A
Other internal stakeholders: Procurement

Key External Stakeholders: N/A

3. Scope and Purpose

Project Scope:

The Council is to receive one-off income for 2026/27 as a result of arrangements with the Procure Partnerships Framework. The framework was set up via the Council with the Council to receive income based on other Public Sector bodies use of the framework to procure construction projects along with a guaranteed minimum payment over the life of the framework. This is a one-off saving for 2026/27 of £0.317m.

4. Objectives and Deliverables

Objectives:

1. To deliver budget reductions to deliver a robust and balanced budget for the Council in 2026/27

Deliverables:

1. Increased income received by the Council

5. Key Actions and Milestones

In the table below, include actions and steps required to deliver the saving, address findings from the EIA, address risks etc. Consider – resourcing and creation of project team, finalisation of project plans, consultation actions, providing notice to contractors/employees/stakeholders, date from when savings start accruing, re-procurement requirements, finalisation of EIA, training of internal resources.

Overarching timeline:

Week	Date	Delivery Milestone / Action	Delivery Owner
1	28 Jan 2026	Governance, Resources and Strategy Scrutiny Board review of budget reduction proposal	Lee Walsh
2	4 Mar 2026	Council approval of budget reduction proposals at Budget Council meeting	Lee Walsh
3	1 Apr 2026	Implementation of budget reduction proposals - increase income target	Lee Walsh
4	June 2026	Review of delivery of budget reductions in line with revenue budget monitoring processes	Lee Walsh

NB: For 2026/27 savings, the timetable above needs to start now to impress the need to progress actions from the earliest opportunity. Clearly for some savings they will include actions both leading up to and beyond year end.

---

6. Budget and Financial Overview

Budgets subject to saving:

- **Savings to be achieved:** *Explain what will generate the saving, e.g. reducing staffing cost, by income/expense type*
- **Controllable Base Budget:** *Set out the controllable base budgets from which the saving will be taken in the table below*

Cost Centre	Cost Centre Description	Account Code	Account Description	2025/26 Base Budget £000	2026/27 Saving £000	2027/28 Saving £000	Residual Base Budget £000
12100	Corporate Resources	R91037	Other recoveries of costs	(106)	(317)	317	(423)

Cost of delivery: *Set out any incremental direct costs which will be incurred, breakdown, calculations etc. Clarify whether one-off or ongoing. Include any grants that will be used to offset or fund these.*

Description	One-off/ ongoing?	2026/27 Cost £000	2027/28 Cost £000
N/A			
TOTAL			

Key assumptions in calculating the saving:
For example:

- Schedule of agreed income contributions for 2026/27

Financial Management:

- How will the value of the saving actually achieved or forecast be measured and demonstrated as saved?
    - Income target will be increased for 1 April 2026. Achievability will be assessed in line with revenue budget monitoring timetable and reporting to Financial Sustainability Steering Group.
- What is the impact on the saving if any issues (e.g. trade union and staff consultation processes) delay implementation (or key aspects thereof at greater risk) by a month? Set out how this would be mitigated if this were to happen.
    - N/A
- Any key financial/operational controls required to assure/support the saving?
    - Monthly invoicing to recover income

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7. Communications/Engagement Plan

To discuss and address:

- Staff consultation, if relevant – N/A
- Public consultation, if relevant – N/A
- Third party engagement – N/A
- Other – N/A

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8. Risk Management Plan

	Potential Risk	Mitigation Strategy	Risk Owner
1	Invoices not paid	Robust monitoring of income receipts. Any variation on payment of invoices, the Council's Accounts Payable and credit control procedures and policies will apply	Lee Walsh

The risks will be identified and monitored as follows:

- Receipt of income against invoices raised in line with revenue budget monitoring timelines

NB - Mitigation needs focus on prevention, not just cure, of the risk and be actively managed and pursued from the outset.

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9. Deliverability Rating and conclusion:

Deliverability rating out of 10: 1
RAG rating (1-3 green, 4-6 amber, 7+ red): 1
Rationale for the rating given:

- Based on agreed income schedule

What needs to happen to turn this rating to low risk / green?

- N/A

On balance, how do you justify and support the deliverability of this proposal if amber/red?

- N/A

---

10. Dependencies and Impacts

The following issues are key dependencies for the success of the saving proposal.
Internal dependencies:

- Finance – raising of invoices and the monitoring of receipt of income against these invoices

External dependencies:

- Procure Partnerships Framework – timely payment of invoices

The following issues are key impacts from the delivery of the saving proposal.
Internal impacts:

- N/A

External impacts:

- N/A

Resident impacts:

- N/A

---

11. Resource Requirements (non-finance related):

Resources:

- List out internal staffing resources required to deliver the saving.
    - Finance to raise timely invoices and monitor receipt of income
- Support required from other directorates/central services.
    - Accounts Receivable
- Support required from corporate transformation team – N/A
- External support required – N/A
- List any non-staffing resources required – N/A

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12. Legal and Compliance Considerations:

Is this proposal DISCRETIONARY

Applicable Laws and Regulations:

- Finance – Accounting practices

Measures to ensure compliance with the above in delivering the saving:

- Budget monitoring and completion of Statutory Statement of Accounts.

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13. Project Closure Criteria:

Completion Criteria:

- How will you know when the saving has been delivered/completed successfully? Achieved in line with revenue budget monitoring timeline
- Is there a clear end point when all implementation activity should be complete? 31/03/2027
- What requirements are there post-delivery to ensure the saving sticks and is sustainable and the council does not lapse into old ways?
    - This is a one year saving only for 2026/27

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14. Appendices:

List and attach/provide any additional documentation or workings in support of this proposal:

1. N/A

---

15. Approval and Sign-off:

Review and Approval: This Project Initiation Document has been reviewed and approved by the Project Sponsor.

Sign-off:

- Senior Accountable Officer (Strategic Director):

  Fiona Greenway – Executive Director of Resources



  Date: 19.01.2026

Review and Approval: This Project Initiation Document has been reviewed and approved by the Cabinet Member.

Sign-off:

- Cabinet Member:

  Cllr Abdul Jabbar- Deputy Leader and Cabinet Member for Finance, Corporate Services and Sustainability



- Date: 19.01.2026

ASC-BR26-024

BUDGET DELIVERY PLAN 2026/27 & 2027/28

Reduction in MioCare's Management Fee

Adult Social Care

DATE COMPLETED: 13th January 2026

VERSION 1.0

OFFICIAL

1. Saving Proposal Title and Description

Project Title: Reduction in MioCare's Management Fee
Reference Number: ASC-BR26-024
Directorate: Adult Social Care
Service: Commissioning – MioCare delivered service
Project Description: To achieve a £475k reduction in the management fee, MioCare will implement a balanced approach focused on efficiency and sustainability.

	2026/27
Proposed Budget Reduction (£000)	(475)
Workforce Impact (FTE)	0

2. Sponsor, Lead and Key Stakeholders

Senior Accountable Officer: Jayne Ratcliffe, Director of Adult Social Care (DASS)
Delivery Lead: Paula Spence, Director of Care, MioCare *with* an allocated member from ASC – commissioning and operational services
Cabinet Portfolio Holder: Cllr Barbara Brownridge
Finance Manager: Owen Sherbourne
HR Business Partner:
Other internal stakeholders: *MioCare are reference above. Economy/Place/HR*

Key External Stakeholders:

1. Who – the people in receipt of services
    a. Role in project: engage and be communicated with. To have an opportunity to feed into what other services they would be able to access following a realignment of services.
2. Who – referrers (in the main, ASC workforce)
    a. Role in project: be engaged with, understanding the alternative provision for people to meet their needs, and assess people's needs for the alternative provision.

3. Scope and Purpose

Project Scope:

In reducing the ASC commissioning budget for the management fee, MioCare will implement measures to align operations with the revised allocation.

4. Objectives and Deliverables

Objectives:

1. Realign MioCare's financial framework to reflect the revised operational budget.

Deliverables:

1. Realign operational delivery within the financial envelope.

5. Key Actions and Milestones

Overarching timeline:

Week	Date	Delivery Milestone / Action	Delivery Owner
1	Months 1-2	Stakeholder & staff engagement and comms	MioCare with Commissioning support
2	Month 1 (April)	Reduction applied to the MCare management fee	Commissioning and MioCare

6. Budget and Financial Overview

Budgets subject to saving:

Cost Centre	Cost Centre Description	Account Code	Account Description	2025/26 Base Budget £000	2025/26 Saving £000	2026/27 Saving £000	Residual Base Budget £000
61840	Oldham Care & Support Client	R44412	Management Fees	15,540	0	475	15,215

Full year saving of £325k – by realigning the Management Fee budget allocated to MioCare

7. Communications/Engagement Plan

To discuss and address:

A full comms and engagement plan will be required and developed for all stakeholders including service users and family members, senior leaders and councillors, staff, referrers, partners.

8. Risk Management Plan

	Potential Risk	Mitigation Strategy	Risk Owner
1	Financial reduction to MioCare's management fee may have an impact to service delivery	Clear communications and engagement plan and delivery	MioCare
2	Financial reduction to Miocare's management fee may have an impact to staff recruitment and retention	Clear communications and engagement plan and delivery	MioCare

The risks will be identified and monitored as follows:

- The risks will be monitored via a risk mitigation plan and escalated as required/appropriate.

9. Deliverability Rating and conclusion:

Deliverability rating out of 10: 3
RAG rating (1-3 green, 4-6 amber, 7+ red): 3

Rationale for the rating given:

- Reduction applied to MioCare's management fee which equates to less than 1%

What needs to happen to turn this rating to low risk / green?

- Clear communications will all – clear communications and engagement plan covering all stakeholders

On balance, how do you justify and support the deliverability of this proposal if amber/red?

- NA

10. Dependencies and Impacts

The following issues are key dependencies for the success of the saving proposal.

Internal dependencies:

- HR Capacity
- Trade Union engagement
- IT support (digital improvements)
- ASC

The following issues are key impacts from the delivery of the saving proposal.
Internal impacts:

- Alternative service provision that aligns with strength-based approaches as per the ASC Operating Model in Oldham.

External impacts:

- What consequences are there for key external stakeholders and how will these be managed? Are these stakeholders able to impede progress or the scale/success of the saving?

Resident impacts:

- Residents will need to source support from alternative providers following a review of their needs.

11. Resource Requirements (non-finance related):

Resources:

- List out internal staffing resources required to deliver the saving.
    - Reviewing staff (ASC Ops)
    - Project leads for both MioCare and ASC.

12. Legal and Compliance Considerations:

Is this proposal STATUTORY DUTY / MANDATORY / DISCRETIONARY / OTHER?

Applicable Laws and Regulations:

- Care Act 2014
- Relevant employment laws and regulations

Measures to ensure compliance with the above in delivering the saving:

- Care Act assessments/reviews need to take place.
- Engagement and advice sort from HR.

13. Project Closure Criteria:

Completion Criteria:

- How will you know when the saving has been delivered/completed successfully?
    - Reduction in budget and spend across ASC and MioCare
- Is there a clear end point when all implementation activity should be complete?
    - March 2027
- What requirements are there post-delivery to ensure the saving sticks and is sustainable and the council does not lapse into old ways?
    - None

14. Appendices:

List and attach/provide any additional documentation or workings in support of this proposal:

There are none.

15. Approval and Sign-off:

Review and Approval: This Project Initiation Document has been reviewed and approved by the Project Sponsor.

Sign-off:



Senior Accountable Officer (Strategic Director):

Name and Title: Jayne Ratcliffe, Director of Adult Social Care (DASS)



Adrian McCourt, Interim Managing Director of the MioCare Group Ltd.

Date: 13 January 2026

Review and Approval: This Project Initiation Document has been reviewed and approved by the Cabinet Member.

Sign-off:
Cabinet Member:



Name and Portfolio: Cllr Barbara Brownridge, Lead Member for Adult Health and Social Care

Date: 13 January 2026

ASC-BR26-026

BUDGET DELIVERY PLAN 2026/27 & 2027/28

Service redesign – specialist provision

Adult Social Care

DATE COMPLETED: 13th January 2026

VERSION 4.0

OFFICIAL

1. Saving Proposal Title and Description

Project Title: ASC Service Redesign of specialist provision
Reference Number: ASC-BR26-026
Directorate: Adult Social Care
Service: Adult Social Care
Project Description: Service restructure

	2026/27
Proposed Budget Reduction (£000)	(185)
Workforce Impact (FTE)	4

2. Sponsor, Lead and Key Stakeholders

Senior Accountable Officer: Jayne Ratcliffe
Delivery Lead: Christian Walsh, Deputy Director for Adult Social Care
Cabinet Portfolio Holder: Cllr Barbara Brownridge, Lead Member for Adult Health and Social Care
Finance Manager: Danny Jackson
HR Business Partner: Hannah Tschonghogei
Other internal stakeholders: HR, Trade Unions
Key External Stakeholders: NA

3. Scope and Purpose

Project Scope:

Due to the workforce challenges faced within the health and social care sector, the proposal intends to realign the operational establishment based on the demographic needs of the community and the need of the population. It has also been identified that there are digital opportunities for the service to adopt and embed.

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.

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 Operating Model.

4. Objectives and Deliverables

Objectives:

1. Reduce staffing base across both ASC by £185k.

Deliverables:

1. Service redesign by April 2026
2. Reduction of staffing base

5. Key Actions and Milestones

In the table below, include actions and steps required to deliver the saving, address findings from the EIA, address risks etc. Consider – resourcing and creation of project team, finalisation of project plans, consultation actions, providing notice to contractors/employees/stakeholders, date from when savings start accruing, re-procurement requirements, finalisation of EIA, training of internal resources.

Overarching timeline:

Week	Date	Delivery Milestone / Action	Delivery Owner
1	Jan 2026	Service redesign proposals	Christian Walsh
2	Feb 2026	Consultation and engagement (staff and trade unions)	Christian Walsh
3	April 2026	Service redesign implementation	Christian Walsh

6. Budget and Financial Overview

Budgets subject to saving:

- **Savings to be achieved:** Reduction of established posts within ASC

- **Controllable Base Budget:**

Cost Centre	Cost Centre Description	Account Code	Account Description	2025/26 Base Budget £000	2026/27 Saving £000	2027/28 Saving £000	Residual Base Budget £000
62903	Adults Management Costs	R10000	Basic Pay	698	185	0	513

Financial Management:

- Reduction on staffing budgets of £185K.
- Consultation to begin January 2026 and posts identified and removed from the structure by April 2026.
- Staff and trade unions to be consulted as service redesigns are proposed.
- Any delays will be monitored and reported within the financial monitor and mitigations put in place.

7. Communications/Engagement Plan

As per service redesigns, a full comms and engagement plan will be developed and follow HR policy for restructures.

8. Risk Management Plan

	Potential Risk	Mitigation Strategy	Risk Owner
1	Capacity issues resulting in delays in meeting statutory duties including adhering to CQC ratings and assessment	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.	Christian Walsh
2	Reputational	Minimal risks as the positions will be replaced by another discipline.	Christian Walsh

The risks will be identified and monitored as follows:

- Through active operational performance oversight and management dashboards.
- ASC Risk Assurance Board, escalated where necessary to Corporate Risk Board.

9. Deliverability Rating and conclusion:

Deliverability rating out of 10: 3
RAG rating (1-3 green, 4-6 amber, 7+ red): 5

Rationale for the rating given:

- Due to the workforce challenges faced within the health and social care sector, the proposal intends to realign the operational establishment based on the demographic needs of the community and the need of the population. It has also been identified that there are digital opportunities for the service to adopt and embed.

- 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 Operating Model.

On balance, how do you justify and support the deliverability of this proposal if amber/red?

- 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.

10. Dependencies and Impacts

The following issues are key dependencies for the success of the saving proposal.

Internal dependencies:

- HR Capacity
- Trade Union engagement
- IT support (digital improvements)

External dependencies:

- None.

Resident impacts:
What consequences are there for residents and how will these be managed? Think about resident groups that already exist as a means of engagement.

There may be an increase in waiting lists – which will be managed as per above.

11. Resource Requirements (non-finance related):

Resources:

- List out internal staffing resources required to deliver the saving: NA
- Support required from other directorates/central services: HR, IT
- Support required from corporate transformation team: NA
- External support required: NA
- List any non-staffing resources required: NA

12. Legal and Compliance Considerations:

Is this proposal STATUTORY DUTY / MANDATORY / DISCRETIONARY / OTHER?

Applicable Laws and Regulations:

- Care Act 2014
- Employment Laws and Regulations

Measures to ensure compliance with the above in delivering the saving:

- Management and oversight of the operational and performance dashboards.

13. Project Closure Criteria:

Completion Criteria:

- How will you know when the saving has been delivered/completed successfully?
  Reduction in staffing budget and spend across ASC.
- Is there a clear end point when all implementation activity should be complete?
  March 2027
- What requirements are there post-delivery to ensure the saving sticks and is sustainable and the council does not lapse into old ways?
  Management of the staffing establishments and agency spend.

14. Appendices:

List and attach/provide any additional documentation or workings in support of this proposal:

There are none.

15. Approval and Sign-off:

Review and Approval: This Project Initiation Document has been reviewed and approved by the Project Sponsor.

Sign-off:



Senior Accountable Officer (Strategic Director):
Name and Title: Jayne Ratcliffe, Director of Adult Social Care (DASS)
Date: 10 December 2025

Review and Approval: This Project Initiation Document has been reviewed and approved by the Cabinet Member.

Sign-off:



Cabinet Member:
Name and Portfolio: Cllr Barbara Brownridge, Lead Member for Adult Health and Social Care
Date: 10 December 2025

ASC-BR26-035

BUDGET DELIVERY PLAN 2026/27 & 2027/28

Introduction of an Oldham Living Wage for Care Workers

Adult Social Care

DATE COMPLETED: 9th January 2026

VERSION 3.0

OFFICIAL

1. Saving Proposal Title and Description

Project Title: Introduction of an Oldham Living Wage for Care Workers
Reference Number: ASC-BR26-035
Directorate: Adult Social Care
Service: Commissioning and Market Management

Project Description:

Taking in to account the levels of funding for Adult Social Care and the increases in the Real Living wage this proposal aims to create an Oldham Living wage at £13.10 (above the minimum wage of £12.71 but below the Real Living Wage rate of £13.45), which the council will pay on all of its care contracts.

The council will work with its providers to ensure that this rate is paid to those staff working on those contracts. This proposal will also affect the rates payable to Personal Assistants who are self employed.

	2026/27
Proposed Budget Reduction (£000)	(2,456)
Workforce Impact (FTE)	0

2. Sponsor, Lead and Key Stakeholders

Senior Accountable Officer: Jayne Ratcliffe, Director of Adult Social Care (DASS)
Delivery Lead: Alison Berens, Head of Quality and Care Provisioning, Commissioning and Market Management (ASC)
Cabinet Portfolio Holder: Cllr Barbara Brownridge, Lead Member for Adult Health and Social Care
Finance Manager: Danny Jackson
HR Business Partner: Hannah Tschonghogei
Other internal stakeholders: Finance, Procurement, Legal, Policy

Key External Stakeholders:
All ASC Commissioned providers

- Care Homes (46)
- Home Care providers (13 framework providers)
- Supported Living (7 framework providers + MioCare)
- Personal Assistants (we have 916 people in receipt of Direct Payments that have Personal Assistants they employ)
- Third Party Brokers (engagement)

3. Scope and Purpose

Project Scope:

Government policy sets the expectation that all employers pay at least the National Minimum Wage. However, Oldham Council, has aspired to eventually meet the Foundation Living Wage, which is significantly higher than the statutory minimum. Since 2022, the Council has incrementally improved fund annually to move the borough towards the achievement of this ambition. Between 2022 and March 2027 nearly £19 million will have been invested in pay within the adult social care market to support this goal—a real-terms increase of around 36%. However, continuing this trajectory into 2026/27 would require an additional £5.35 million.

At the outset of this planning round, the Administration reaffirmed its principle of ensuring fair pay for care workers and maintaining a sustainable care market. At present, the National Minimum Wage is £12.71 per hour, while the Foundation Living Wage is £13.45. This proposal seeks to continue moving beyond the statutory minimum by setting a rate that reflects the council's commitment to fair pay and ethical commissioning, while also creating capacity to continue funding other essential services.

This proposal will still deliver an increase in contracted levels of pay for care staff through the introduction of an Oldham Living Wage rate. That Oldham Living Wage for the care market at £13.10 per hour and doing so would moderate the pace of budget growth seen in recent years, enabling savings to be reinvested in other critical areas of care. While this still requires investment—around £2.5 million—it represents a more sustainable position than continuing the current trend, which would demand £5.35 million.

A review of Greater Manchester authorities shows that other councils are also considering measures to slow market budget growth. Three authorities are not fully accredited with the Living Wage Foundation, and three others do not require adult social care providers to pay the Real Living Wage. The Council has engaged with the Living Wage Foundation to explore how accreditation can be maintained while adjusting the timeline for full implementation. The aspiration remains unchanged, but the pace must reflect financial realities. Two options were considered: pausing pay requirements while retaining accreditation, which would reduce short-term costs but not deliver long-term sustainability; or introducing an Oldham Living Wage, which would be embedded in tender documentation and contracts for commissioned care services.

4. Objectives and Deliverables

Objectives:

1. Remove the contractual requirement for commissioned providers to pay their staff at least the Living Wage Foundation rate, by establishing and introducing an "Oldham Living Wage" rate for providers to be contractually obliged to pay their employees.

Deliverables:

2. Introduce an Oldham Living Wage for the care sector of £13.10 p/hour in 2026/27.

3. Issue comms and commence engagement with the market– aligned with the annual fee review process (Commissioning led).

4. Amend contracts and service specifications (Legal led).

5. Update all tender documentation to replace the requirement of paying care sector employees at least the Real Living Wage to the Oldham Living Wage of £13.10 p/hour (Procurement led).

6. Providers to make changes to their staffing pay rates (Commissioning led).

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5. Key Actions and Milestones

In the table below, include actions and steps required to deliver the saving, address findings from the EIA, address risks etc. Consider – resourcing and creation of project team, finalisation of project plans, consultation actions, providing notice to contractors/employees/stakeholders, date from when savings start accruing, re-procurement requirements, finalisation of EIA, training of internal resources.

Overarching timeline:

Week	Date	Delivery Milestone / Action	Delivery Owner
1	January 2026	Communications and engagement (commissioned providers and trade unions)	Commissioning
2	January 2026	Analysis sector engagement responses	Commissioning
3	April 2026	Amend contracts in place	Legal
4	April 2026	Ensure service specifications are updated	Commissioning
5	April 2026	Ongoing engagement	Commissioning

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6. Budget and Financial Overview

The Council can achieve savings by limiting the growth of budget allocations within the Medium-Term Financial Strategy (MTFS), rather than reducing existing revenue budgets. These savings will be managed corporately to support overall financial sustainability.

The proposal to establish an Oldham Living Wage at £13.10 which would save approximately £2.456m. The costs associated with delivering this proposal are expected to be minimal, though not entirely absent. While commissioning support and consultation will be required, no significant or immediate expenditure is anticipated.

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7. Communications/Engagement Plan

A full comms and engagement plan will be developed for all stakeholders including service users and family members, senior leaders and councillors, staff, referrers, partners.

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8. Risk Management Plan

	Potential Risk	Mitigation Strategy	Risk Owner
1	Provider and staff attrition	Regular and clear communications Risks monitored on appropriate risk registers	Adult Social Care
2	Hand back of provider contracts resulting in provider failure and adult social care being required to source and provider continuity of care for vulnerable adults	Regular and clear communications Understanding of key market risks Risks monitored on appropriate risk registers	Adult Social Care
3	Impact to ongoing tenders (Care at Home, Extra Care Housing and Supported Living)	Early engagement and information being shared with the market Risks monitored on appropriate risk registers	Adult Social Care
4	Lack of appetite from developers to work in Oldham, resulting in a depleted and stagnant market	Ongoing review to the fee structure Risks monitored on appropriate risk registers	Adult Social Care
5	Quality of care reduces	Enhanced oversight of the market Risks monitored on appropriate risk registers	Adult Social Care
6	Reputational and ethical perception of the council	Clear comms and engagement Risks monitored on appropriate risk registers	Corporate
7	Financial risk of pausing the council's accreditation to LWF in the longer term (financial value will be compounded for future years)	Phased application of rates if agreeable with the LWF Risks monitored on appropriate risk registers	Corporate

9. Deliverability rating and conclusion:

Deliverability rating out of 10: 7

RAG rating (1-3 green, 4-6 amber, 7+ red): 7

Rationale for the rating given:

- Amendments to our rates can take place and could be implemented through the annual fee review process. However, there are risks associated, which are documented in this form. Oldham prides itself on a fair cost of care approach and encouraging providers to adhere to ethical working practices and frameworks. There are market factors outside of Oldham's control. Our intelligence is that the NHS is only going to uplift by 4%-4.5% this year, whilst this proposal in effect matches that some providers could reject it and withdraw from the market place. Equally other localities in neighbouring GM boroughs could uplift beyond our rates and create an unequal GM market which makes our position more challenging.

What needs to happen to turn this rating to low risk / green?

- Phasing of the rates: phasing in/out of RLW for the care sector; or multiple fee reviews and increases in forthcoming years. Alongside additional analysis of the average rate of pay across the main sectors operating in Oldham and tackling issues one by one as they arise.

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10. Dependencies and Impacts

The following issues are key dependencies for the success of the saving proposal.

Internal dependencies:

- Corporate policy position on Real Living Wage and accreditation to Living Wage Foundation.
- HR advice and guidance.
- Legal advice and guidance.
- Union engagement.

External dependencies:

- Clarification on GM position (with reference to the Greater Manchester Good Employment Charter).
- Living Wage Foundation (with reference to council's accreditation).

The following issues are key impacts from the delivery of the saving proposal.

Internal impacts:

This proposal would:

- Require work to be completed to adjust the current requirement in ASC contracts, and therefore, a coordinated and sensitive approach will be required across commissioning, procurement, legal, and corporate functions.
- Enhanced oversight of the market; provider failure, quality of provision
- Social care commissioners will need to engage proactively with the provider market to communicate the rationale behind the proposed contractual change. Messaging must be carefully managed to ensure that the value and contribution of the care sector workforce are recognised and upheld, despite the removal of the RLW requirement. Comms input into this is essential.
- All references to the RLW as a mandatory requirement to be removed from tender documentation, contractual terms and conditions and service specifications to ensure consistency and legal compliance across future procurement exercises. Legal input will be essential to assess the implications for existing and active contracts. This includes determining whether formal amendments, such as deeds of variation, will be required to reflect the change in contractual obligations.

External impacts:

While the Council maintains its ambition, there is a balance to be found between pace, fair pay and ethical commissioning, while also creating capacity to continue funding other essential services. The market would undoubtedly wish to see a move to the LFW at the earliest opportunity. This proposal commits to the ambition but slows the rate at which the Council plans to get there and it would still involve a further £2m+ being pumped into the market in 2026/27. Conversely, there are obviously a number of issues, which should be considered but which the Council is not fully able to resolve as it does not deliver the care rather it commissions it.

1. Workforce

Issue	Mitigation
Low pay drives care workers to leave for better paying jobs in retail or hospitality and makes it challenging to attract skilled and compassionate staff. It may also mean the market constantly needs to recruit and train new staff leads to higher operational expenses.	This is a national issue and if the Government does not pass on the full cost to the Council the Council is only left with making cuts elsewhere. The Council has set out a policy position to balance fair pay, protecting vulnerable adults and a comprehensive service offer for local people to access. This proposal reaffirms the commitment of the Council to increase rates as opposed to revert to the national minimum wage offer

Lower paid workers often experience greater levels of mental resilience, fatigue and financial wellbeing and may struggle with housing, food, or transport.	The Council is working with partners to ensure robust support around all of these issues to help and support those experiencing hardship or challenges around these issues

2. Lower quality of care

Risk	**Mitigation**
Gaps in care continuity emerge because of inconsistent staffing, less experienced care workers leading to poorer outcomes	The Council will work with providers and other agencies such as the colleges to develop pipelines to work

3. Reputational and ethical risks

Risk	**Mitigation**
Providers not paying the higher level living wage may be seen as exploitative, especially in a sector seen as morally significant.	The Council can offset this through commissioning by stating clearly its commissioning intentions and embedding the consequences into tendering processes.

4. Sector-wide instability

Risk	**Mitigation**
The social care workforce remains challenged with a recognised national dependency on agency or migrant workers.	The Council will work with providers and other agencies such as the colleges to develop pipelines to work
Without financial support to meet higher wage costs associated with delivering care in high-cost areas (through the rates we apply as commissioners) providers may be forced into difficult decisions including closure – planned and unplanned.	There is a risk of market instability but the Council recognizes its duty to step in and help resolve some of these issues.

5. Equality impacts

Risk	Mitigation
Passing costs onto self-funders, potentially pricing out individuals and increasing demand on local authority-funded services.	

The care sector is predominantly female, so poor pay contributes to gender pay inequality.	This is a national issue and if the Government does not pass on the full cost to the Council the Council is only left with making cuts elsewhere. The Council has set out a policy position to balance fair pay, protecting vulnerable adults and a comprehensive service offer for local people to access. This proposal reaffirms the commitment of the Council to increase rates as opposed to revert to the national minimum wage offer

Taken together these outcomes have potential to destabilise the care market and also place additional pressure on already stretched public resources. The Council would have a duty to step in and help resolve some of these issues.

Resident impacts:

- There will be limited choice available for Oldham residents
- Provider's service delivery in terms of quality may be impacted.

11. Resource Requirements (non-finance related):

Resources:

- List out internal staffing resources required to deliver the saving: Adult Social Care and Health.
- Support required from other directorates/central services: Finance, HR, Policy, comms, Legal and procurement
- Support required from corporate transformation team: no
- External support required: no
- List any non-staffing resources required: no

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12. Legal and Compliance Considerations:

Is this proposal <u>STATUTORY DUTY</u> / MANDATORY / DISCRETIONARY / OTHER?

Applicable Laws and Regulations:

- <u>Care Act 2014:</u> there is a statutory duty for local authorities to ensure there is a stable, sustainable market, diverse enough to meet the needs of its population. There is also a statutory duty to provide continuity of care meaning should there be provider failures it is the local authority's

responsibility to ensure people continue to receive the care they are assessed to require.

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13. Project Closure Criteria:

Completion Criteria:

- How will you know when the saving has been delivered/completed successfully?
- Is there a clear end point when all implementation activity should be complete?
- What requirements are there post-delivery to ensure the saving sticks and is sustainable and the council does not lapse into old ways?

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14. Appendices:

There are no appendices.

15. Approval and Sign-off:

Review and Approval: This Project Initiation Document has been reviewed and approved by the Project Sponsor.

Sign-off:



- Senior Accountable Officer (Strategic Director):

  Name and Title: Jayne Ratcliffe, Director of Adult Social Care (DASS)

- Date: 9th December 2025

Review and Approval: This Project Initiation Document has been reviewed and approved by the Cabinet Member.

Sign-off:



- Cabinet Member: Name and Portfolio:

  Cllr Barbara Brownridge, Lead Member for Adult Health and Social Care

- Date: 9th December 2025

Impact of removing RLW as a contractual requirement for ASC providers and introducing an Oldham Living Wage for ASC Commissioned Providers

ASC-BR26-035

completed/last updated by Jonathan Downs on 16/01/2026

Portfolio

Adults, Health and Wellbeing

Directorate

People

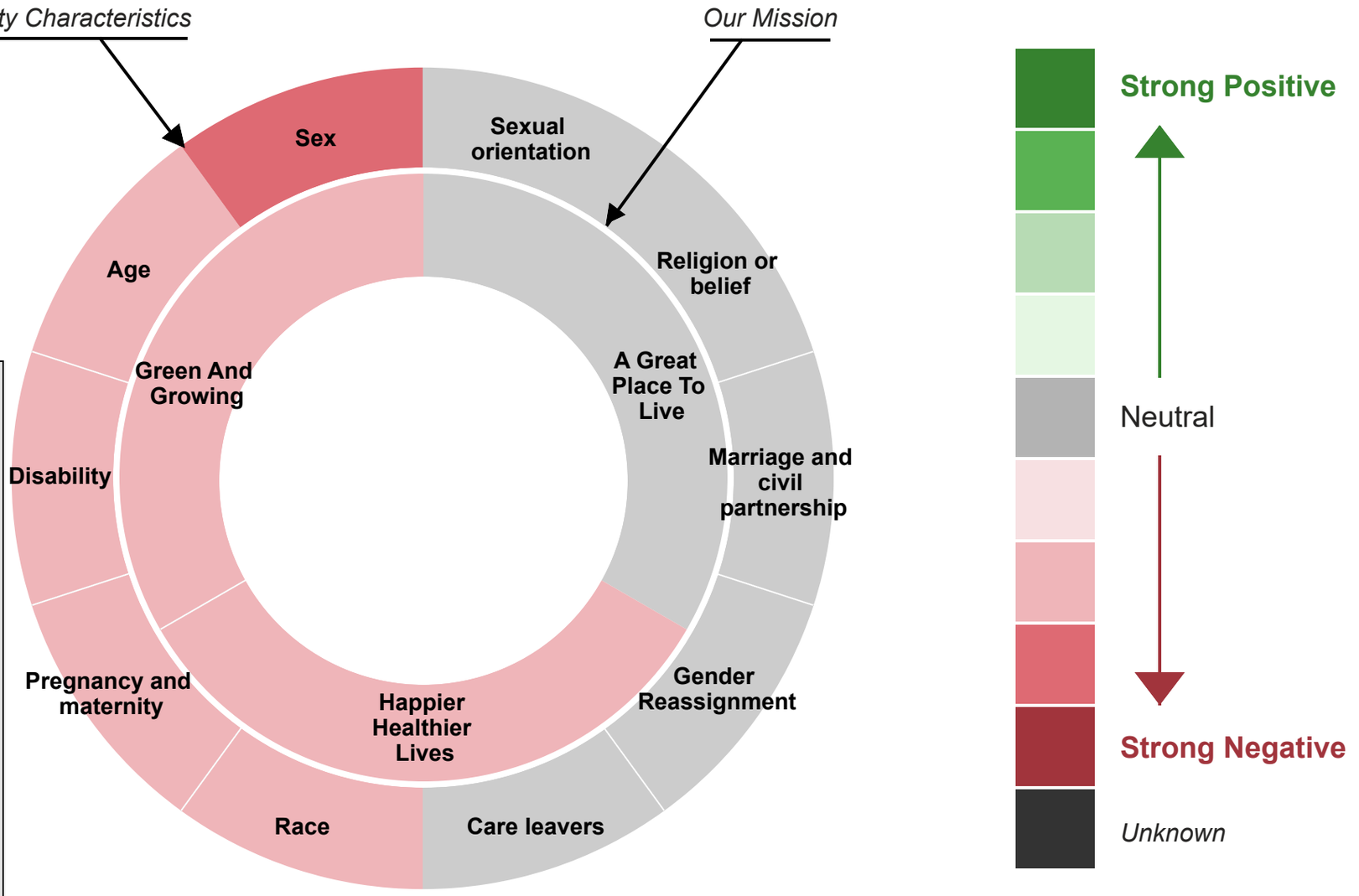
Service/Team

Adult Social Care

Is this IA related to a Budget Reduction proposal? **Yes**

Comment on No Positives in whole IA

The increasing demand for services, combined with the growing complexity of support required and persistent inflationary cost pressures, continues to present significant challenges to the Adult Social Care (ASC) budget. These financial pressures are primarily driven by escalating costs in essential statutory services that support the most vulnerable residents. This mirrors challenges faced by many councils nationally and is particularly acute where the council is obligated under the Care Act to provide services to individuals with increasingly complex needs. In addition to rising demand and complexity, wage inflation is a significant cost driver. On 22 October 2025, the Living Wage Foundation (LWF) announced the Real Living Wage (RLW) for 2025/26 at £13.45, an increase of 6.7%. To align with the LWF rate, the council will need to invest £5.352m in the 2026/27 financial year to sustain the care provider market. In contrast, if the council were to pay only the statutory National Minimum Wage (NMW), the cost would be £0.693m. By introducing and implementing an Oldham Living Wage it will approximately cost £2.45m (at £13.10 per hour) which willl go some way in mitigating the risks of destabilising the borough's care sector.



Equality Characteristics

Category	Impact	Likely	Duration	Impact Score	Comment
Sex	Moderate Negative	Very Likely	Long Term	-4	The adult social care workforce is predominantly female. Any slowing of wage growth may disproportionately impact women, particularly those in part-time or low-paid roles.
Age	Moderate Negative	Possible	Long Term	-2	Through Workforce Data information it is estimated that 27% of care sector employees working in Oldham are aged 55 and over retirement age in the next 10 years. Slowing the pace of pay increases could disproportionately affect older workers who may have fewer alternative employment options.
Disability	Moderate Negative	Possible	Long Term	-2	Disabled adults who rely on commissioned care services could be indirectly affected if provider instability leads to workforce shortages or reduced quality of care.
Pregnancy and maternity	Moderate Negative	Possible	Long Term	-2	Women returning from maternity leave in low-paid care roles could be affected by slower wage progression.
Race	Moderate Negative	Possible	Long Term	-2	Black, Asian and minority ethnic workers are overrepresented in the adult social care workforce nationally and locally.
Care leavers	Neutral	Possible	Long Term	0	
Gender Reassignment	Neutral	Possible	Long Term	0	
Marriage and civil partnership	Neutral	Possible	Long Term	0	
Religion or belief	Neutral	Possible	Long Term	0	
Sexual orientation	Neutral	Possible	Long Term	0	

Our Mission / Corporate Priorities

Category	Impact	Likely	Duration	Impact Score	Comment
Green And Growing	Moderate Negative	Possible	Long Term	-2	The care workforce is disproportionately affected by in-work poverty, part-time or insecure employment, and limited career progression, and although this is not a protected characteristic. Slowing the pace of pay growth may impact household incomes.
Happier Healthier Lives	Moderate Negative	Possible	Long Term	-2	The proposal could contribute to a reduction in available provision across the borough, potentially impacting the ability of people with care and support needs to achieve positive health and wellbeing outcomes. to live happier and healthier lives.
A Great Place To Live	Neutral	Possible	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?
Age	Moderate Negative	Possible	Long Term	-2	Meaningful engagement with effected providers and consultation exercise Consideration of phasing of rates Implementation of an Oldham Living Wage	Clear comms and engagement plan	Adult Social Care	Following the Council Budget meeting: 4 March 2026. New rates in place for 1st April 2026	The proposed Oldham Living Wage remains above the National Minimum Wage.
Disability	Moderate Negative	Possible	Long Term	-2	Meaningful engagement with effected providers and consultation exercise Consideration of phasing of rates Implementation of an Oldham Living Wage	Clear comms and engagement plan	Adult Social Care	Following the Council Budget meeting: 4 March 2026. New rates in place for 1st April 2026	Enhanced market oversight will be undertaken to monitor quality and continuity of care.
Green And Growing	Moderate Negative	Possible	Long Term	-2	Meaningful engagement with effected providers and consultation exercise Consideration of phasing of rates Implementation of an Oldham Living Wage	Clear comms and engagement plan	Adult Social Care	Following the Council Budget meeting: 4 March 2026. New rates in place for 1st April 2026	The proposed Oldham Living Wage remains above the National Minimum Wage.
Happier Healthier Lives	Moderate Negative	Possible	Long Term	-2	Meaningful engagement with effected providers and consultation exercise Consideration of phasing of rates Implementation of an Oldham Living Wage	Clear comms and engagement plan	Adult Social Care	Following the Council Budget meeting: 4 March 2026. New rates in place for 1st April 2026	The proposed Oldham Living Wage remains above the National Minimum Wage.
Pregnancy and maternity	Moderate Negative	Possible	Long Term	-2	Meaningful engagement with effected providers and consultation exercise Consideration of phasing of rates Implementation of an Oldham Living Wage	Clear comms and engagement plan	Adult Social Care	Following the Council Budget meeting: 4 March 2026. New rates in place for 1st April 2026	The proposal does not reduce pay or change contractual rights. Providers remain responsible for compliance with employment law and fair treatment.

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?
Sex	Moderate Negative	Very Likely	Long Term	-4	Meaningful engagement with effected providers and consultation exercise Consideration of phasing of rates Implementation of an Oldham Living Wage	Clear comms and engagement plan	Adult Social Care	Following the Council Budget meeting: 4 March 2026. New rates in place for 1st April 2026	The proposal maintains pay above statutory minimum levels. The Council continues to aspire to full alignment with the Real Living Wage, subject to financial sustainability.
Race	Moderate Negative	Possible	Long Term	-2	Meaningful engagement with effected providers and consultation exercise Consideration of phasing of rates Implementation of an Oldham Living Wage	Clear comms and engagement plan	Adult Social Care	Following the Council Budget meeting: 4 March 2026. New rates in place for 1st April 2026	Continued engagement with providers to ensure equality and fair treatment in pay decisions.

CYP-BR26-030

BUDGET DELIVERY PLAN 2026/27 & 2027/28

CSC Budget Reduction Proposals

Remodel Children's Social Care Senior Management

Children and Young People

DATE COMPLETED: 3 December 2025

VERSION 2.0

OFFICIAL

1. Saving Proposal Title and Description

Project Title: Remodel Children's Social Care Senior Management
Reference Number: CYP-BR26-030
Directorate: Children and Young People
Service: Children's Social Care and Early Help
Project Description:

Remodelling of the Senior Management Team in Children's Social Care to save £83,000.

	2026/27
Proposed Budget Reduction (£000)	(83)
Workforce Impact (FTE)	1

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2. Sponsor, Lead and Key Stakeholders

Senior Accountable Officer: Anthony Decrop, Director of Children's Social Care and Early Help
Delivery Lead: Michelle Bernasconi, Assistant Director Social Work Services.
Nick Whitbread, Assistant Director Corporate Parenting
Cabinet Portfolio Holder: Cllr Shaid Mushtaq
Finance Manager: Nicola Harrop
HR Business Partner: Jodie Rowson
Other internal stakeholders:

- Assistant Director Safeguarding and Quality Assurance

Key External Stakeholders:

- None

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3. Scope and Purpose

Project Scope:

Restructure the senior management team to reduce one FTE Head of Service role (£83k). This proposal would combine two current senior roles, one of which is currently vacant, into one updated role with broader operational responsibilities.

4. Objectives and Deliverables

Objectives:

1. To deliver budget reduction savings to bring the CSC and overall council budget in a balanced and sustainable position

Deliverables:

1. Reduce workforce as outlined

---

5. Key Actions and Milestones

Overarching timeline:

Week	Date	Delivery Milestone / Action	Delivery Owner
1	Jan 2026	Staff consultation process begins	ADs
2	Mar 2026	Staff consultation process complete	ADs
3	Apr 2026	New structure implemented	ADs
4			
5			
6			
7			
8			
9			

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6. Budget and Financial Overview

Budgets subject to saving:

- **Savings to be achieved:** *Explain what will generate the saving, e.g. reducing staffing cost, by income/expense type*
- **Controllable Base Budget:** *Set out the controllable base budgets from which the saving will be taken in the table below*

Controllable budget for Children's Social Care & Early Help

Cost Centre	Cost Centre Description	Account Code	Account Description	2025/26 Base Budget £000	2026/27 Saving £000	2027/28 Saving £000	Residual Base Budget £000
61830	Children in Care Management	R10000/ R12007/ R13008	Basic Pay/NI/Pension	464	(83)	0	381

Cost of delivery: *there are no additional / incremental direct costs associated with the delivery of the proposed option.*

Description	One-off/ ongoing?	2026/27 Cost £000	2027/28 Cost £000
Not applicable			
TOTAL			

Key assumptions in calculating the saving:

- Staffing costs including on costs
- redundancy costs

Financial Management:

- Monthly budget monitoring

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7. Communications/Engagement Plan

To discuss and address:

- Staff consultation

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8. Risk Management Plan

	Potential Risk	Mitigation Strategy	Risk Owner
1	Reducing management capacity will impact on the health and wellbeing of remaining staff with reduced contingency to cover absences leading to increased staff absence or leavers	Re-prioritise objectives and tasks across the service based on reduced management capacity.	AD / Director

The risks will be identified and monitored as follows:

- Children's DMT
- Management Board
- Portfolio Briefings
- FS steering group

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9. Deliverability Rating and conclusion:

Deliverability rating out of 10:
RAG rating (1-3 green, 4-6 amber, 7+ red):
Rationale for the rating given:

1. Head of Service reduction 1-3 green – workforce consultation, restructure of management team

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10. Dependencies and Impacts

The following issues are key dependencies for the success of the saving proposal.
Internal dependencies:

- HR capacity to support staff consultations
- Union representation for affected staff
- Finance to monitor deliverables

External dependencies:

- None

The following issues are key impacts from the delivery of the saving proposal.
Internal impacts:

- Regular reporting of risks and issues

External impacts:

- None

Resident impacts:

- Reduction in leadership and management oversight of specialist services for residents.

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11. Resource Requirements (non-finance related):

Resources:

- Directorate Leadership and Management capacity
- HR and OD team
- Finance team

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12. Legal and Compliance Considerations:

This proposal is DISCRETIONARY

Applicable Laws and Regulations:

- Children Act 1989 and 2004
- Children and Families Act 2014
- Ofsted ILACS Framework
- Children's Wellbeing & Schools Bill

Measures to ensure compliance with the above in delivering the saving:

- Internal and external quality assurance
- Performance management

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13. Project Closure Criteria:

Completion Criteria:

- Savings delivery targets achieved
- End point when all implementation activity should be complete is end of the specified financial year.
- Post-delivery requirements to sustain savings include balanced budgets, a good standard of service, and a stable workforce.

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14. Appendices:

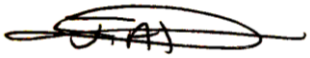
List and attach/provide any additional documentation or workings in support of this proposal:
None

15. Approval and Sign-off:

Review and Approval: This Project Initiation Document has been reviewed and approved by the Project Sponsor.

Sign-off:

- Senior Accountable Officer (Strategic Director): Julie Daniels, Executive Director of Children and Young People



Date: 20th January 2026

Review and Approval: This Project Initiation Document has been reviewed and approved by the Cabinet Member.

Sign-off:

- Cabinet Member: Cllr Shaid Mushtaq, Cabinet Member for Children and Young People



- Date: 20/01/2026

PLC-BR26-043

BUDGET DELIVERY PLAN 2026/27 & 2027/28

Reduction of Grant Awards

Communities

DATE COMPLETED: 02 January 2026

VERSION 2.1

OFFICIAL

1. Saving Proposal Title and Description

Project Title: Reduction of Grant Awards
Reference Number: PLC-BR26-043

Directorate: Communities / Childrens Services
Service: Districts and Youth Services

Project Description: Proposed reduction in the grant allocation to Mahdlo Youth Zone. Currently Mahdlo receive £300k annually this proposal aims to reduce this to £200k per annum.

	2026/27
Proposed Budget Reduction (£000)	(100)
Workforce Impact (FTE)	0

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2. Sponsor, Lead and Key Stakeholders

Senior Accountable Officer: Neil Consterdine – Director of Communities
Delivery Lead: Jodie Barber Assistant Director – Youth and Communities

Cabinet Portfolio Holder: Cllr Shaid Mushtaq
Finance Manager: Matt Kearns
HR Business Partner: Julie Lynch

Key External Stakeholders:

- Mahdlo

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3. Scope and Purpose

Project Scope: Mahdlo Grant Reduction
The Council currently provides an annual contribution of £300,000 to Mahdlo, which operates on a total annual budget of approximately £1.8 million. It is proposed that the Council's annual contribution to Mahdlo be reduced by £100,000 from 2026/27

Purpose of Local Authority Grant: Delivery of open access Junior and Senior Youth Zone sessions at the central hub. Provision of at least two district-based youth sessions per week in each of Oldham's five districts.

About Mahdlo
Mahdlo is a registered charity operating a state-of-the-art Youth Zone in the heart of Oldham for young people aged 8–19 (up to 25 for those with disabilities). Open 7 days a week, 52 weeks a year, offering a wide range of activities for just 50p per session for members.

Delivery model at the Egerton Street Hub includes:

- Junior Zone: 3 sessions/week (ages 8–12)
- Senior Zone: 4 sessions/week (ages 13–25)
- Family Inclusion (SEND): 1 session/week
- Ability Multi-Activity: 1 session/week
- Holiday Provision: Mon–Fri during school holidays (paid offer)
- Twilight Sessions: Mon–Fri daily

District Outreach: Open access and outreach sessions across all five districts.

Membership and Reach (as of Sept 2025)

- 3,246 registered members
- 1,317 unique young people engaged in Quarter 2) i.e. the number of young people taking part in activity during the quarter)
- 861 average weekly attendance across hub and district sessions – ie weekly attendance

Other Funding Sources

- Patron programme
- Membership income from young people
- Donations
- Fundraising events
- Project grants

Impact: The organisation has the ability to secure alternative funding and will be supported by the council to do so. The core universal offer of seven open access sessions per week at the Hub will continue as council funding is contributory and does not cover the full operational costs of Mahdlo offer.

Risks and Considerations: No consultation has yet been undertaken with Mahdlo regarding these proposals, so the full impact on service users or staff is unknown. Previous reductions to the grant resulted in significant challenge from the organisation and its supporters, including negative press coverage.
Careful stakeholder engagement and communication planning will be essential to manage reputational risk

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4. Objectives and Deliverables

Objective:

- Reduce Council spending of grant funding to youth activity and work collaboratively with Mahdlo to mitigate impacts to deliver saving

---

5. Key Actions and Milestones

Overarching timeline: Grant reduction to Mahdlo

Week	Date	Delivery Milestone / Action	Delivery Owner
1	Dec/Jan 2026	Open consultation with Mahdlo regarding the proposed savings – Seek their input to complete the EIA	
2	Feb 2026	Address findings from EIA and Any identified Risks	
3	Feb 2026	Final Consultation meeting with Mahdlo regarding outcomes from consultation and EIA	
4	March 2026	Devise new annual Grant agreement for Mahdlo on reduced allocation	
5	1st April 2026	Savings accrued from this date	

NB: For 2026/27 savings, the timetable above needs to start now to impress the need to progress actions from the earliest opportunity. Clearly for some savings they will include actions both leading up to and beyond year end.

---

6. Budget and Financial Overview

Budgets subject to saving:

- £100k Mahdlo Youth Services

Controllable Base Budget:

Cost Centre	Cost Centre Description	Account Code	Account Description	2025/26 Base Budget £000	2026/27 Saving £000	2027/28 Saving £000	Residual Base Budget £000
35900	Universal youth	R44401	Services – payment to contractors	300	(100)	0	200

Cost of delivery: N/A

Key assumptions in calculating the saving:

- Assumption that consultation with Mahdlo is effectively completed by March 2026
- If approved full saving will be made from 2026/2027

Financial Management:

- The Allocated funding to Mahdlo within the Budget is reduced to £200,000
- Public challenge may delay the implementation if further consultation is needed
- There are no impacts on staffing so this will not result in any delays.

7. Communications/Engagement Plan

- Provider consultation – Consultation with Mahdlo needs to be undertaken as soon as possible, this would the CEX of Mahdlo as well as Members of the board, alongside the Director and Assistant Director of communities, Head of Children's commissioning and potentially the Cabinet member for Children and young people
- Public consultation – Not formally required but may need to be considered to mitigate negative challenges from member of the public.
- Third party engagement needed

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8. Risk Management Plan

	Potential Risk	Mitigation Strategy	Risk Owner
1	Reputational damage – negative press coverage	Provide guidance on signposting community groups to other funding sources and strengthen officer support for community-led projects. Communication Strategy: Clearly articulate the financial pressures and the need to prioritise statutory services	Director
2	Reduction in offer to young people - Districts	Review of current district Mahdlo offer and seek to work in partnership with wider VCFSE sector to bridge any gaps. Council Youth Service – district offer available to any impacted young people Promotion of wider VCFSE youth provision in districts to impacted young people	Director / AD
3	Financial stability of Mahdlo – Impact to operation costs	Reduce offer and therefore costs. Use of Reserves in short term. Charity to access other grant funding streams available	Director / Mahdlo
4	Redundancy of Staff at Mahdlo – loss of employment	Potential for deployment within the organisation	Mahdlo
5	Reputational Damage	Clarity around mitigation on Delivery impact.	Director

The risks will be identified and monitored as follows:

- Consultation with Mahdlo on proposal to inform EIA
- Engagement and consultation with Ward members

NB - Mitigation needs focus on prevention, not just cure, of the risk and be actively managed and pursued from the outset.

---

9. Deliverability Rating and conclusion:

Deliverability rating out of 10: 1-2

RAG rating (1-3 green, 4-6 amber, 7+ red): 1-3 Green

- Non-Statutory service, Grant funding contribution based on Annual agreements so no longer term commitment to fund in place. Other youth provision is available across the Borough
- Discretionary Funding, Funding awarded to groups is small allowances and is non recurrent – no longer term arrangements in place

What needs to happen to turn this rating to low risk / green?

- Agreement that Mahdlo utilise other funding streams as a stop gap On balance, how do you justify and support the deliverability of this proposal if amber/red?

On balance, how do you justify and support the deliverability of this proposal if amber/red?

- Non statutory budget reductions

---

10. Dependencies and Impacts

The following issues are key dependencies for the success of the saving proposal.

Internal dependencies:

- Time of Council officers to undertake consultation and monitor / address risks and mitigations identified by end of March 2026.
- Consultation and involvement of Cabinet member for C and YP
- Cabinet approves the proposal.

External dependencies:

- Completion of consultation with Mahdlo within timeline of End of March 2026
- Unknown if this has staffing implications for Mahdlo that may delay implementation if redundancy processes are needed – this may be mitigated with redeployment opportunities within the organisation but would need to be explored directly with Mahdlo

The following issues are key impacts from the delivery of the saving proposal.

Internal impacts:

- Potential challenge from some elected members

External impacts: To be confirmed when consultation with stakeholder is underway but likely to include:

- Potential reduction in offer to young people
- Challenge from organisation and supporters to not reduce budget
- Pressure on Politicians from key supporters of Mahdlo
- Negative press coverage

Resident impacts:

- Reduced youth offer to young people – Early engagement with young people to promote alternative offers across Oldham and to support transition to alternative youth offer provision

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11. Resource Requirements (non-finance related):

Resources:

- Officer and member time to undertake engagement and consultation with Mahdlo
- Support from Children's commissioning team and legal to revise Grant agreement

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12. Legal and Compliance Considerations:

Is this proposal DISCRETIONARY

Applicable Laws and Regulations:

- NONE.

Measures to ensure compliance with the above in delivering the saving:

- N/A

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13. Project Closure Criteria:

Completion Criteria:

- New grant agreement is in place with reduced allocation 1st April 2026
- Continue with regular contract monitoring Meetings with Mahdlo

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14. Appendices:

List and attach/provide any additional documentation or workings in support of this proposal:
N/A

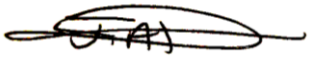
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15. Approval and Sign-off:

Review and Approval: This Project Initiation Document has been reviewed and approved by the Project Sponsor.

Sign-off:

- Senior Accountable Officer (Strategic Director): Julie Daniels, Executive Director Children and Young People



- Date: 20th January 2026

Review and Approval: This Project Initiation Document has been reviewed and approved by the Cabinet Member.

Sign-off:

- Cabinet Member: Cllr Shaid Mushtaq (Cabinet Member for Children and Young People)



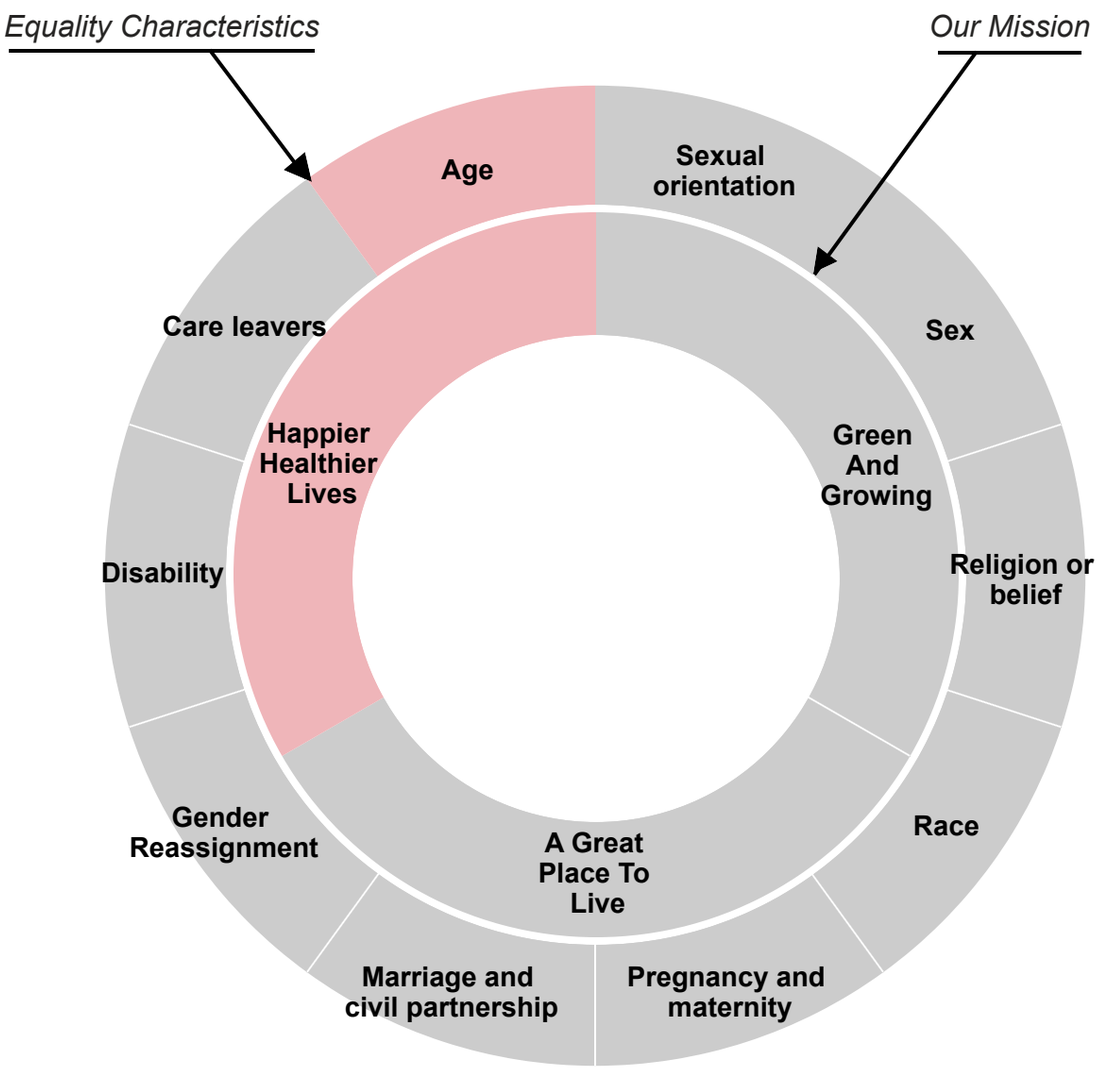
- Date: 20/01/2026

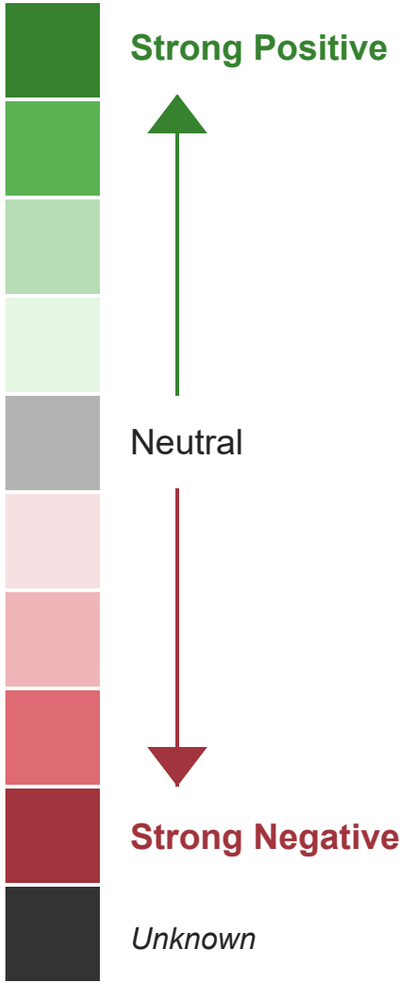
Reduction In grants award - Mahdlo

PLC-BR26-043

completed/last updated by Jodie Barber on 16/01/2026

Portfolio
Children and Young People
Directorate
Place
Service/Team
Communities
Is this IA related to a Budget Reduction proposal? **Yes**





Comment on No Positives in whole IA
The negative impact could be mitigated by the organisation and by supporting any impacted young people to access the wider youth offer available. The sessions we contribute funding to at Mahdlo will continue at the HUB and young people will still have access to youth work provision via Mahdlo.

Equality Characteristics

Category	Impact	Likely	Duration	Impact Score	Comment
Age	Moderate Negative	Very Likely	Short Term	-2	A reduction in funding will reduce the youth offer available from Mahdlo. This will impact in particular of young people aged 11-19 years. This includes young people from low income families. Mahdlo may need to reduce part of their current offer but this cannot be confirmed until full consultation has taken place with the organisation.
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	

Our Mission / Corporate Priorities

Category	Impact	Likely	Duration	Impact Score	Comment
Happier Healthier Lives	Moderate Negative	Very Likely	Short Term	-2	Potentially a reduction in the offer available to young people could result in increase in isolation, access to positive activities that support well being that enables young people to live healthy and happy lives.
A Great Place To Live	Neutral	Possible	Short Term	0	
Green And Growing	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?
Age	Moderate Negative	Very Likely	Short Term	-2	Mahdlo can secure alternative funding via their fundraising team from donations, patrons or external funding grants. They may choose to use reserves to cover any financial impacts of the reduction. If there is a reduction in the offer delivered this would be explored further in terms of mitigations – these may include working in partnership with other youth sector organisations to widen the offer to any impacted young people.	Undertake further consultation with Mahdlo to identify impacts and explore mitigations.	Jodie Barber	31/01/2026	n/a
Happier Healthier Lives	Moderate Negative	Very Likely	Short Term	-2	Further consultation with Mahdlo is required to enable full assessment of impact but mitigations available include ensuring any impacted young people have access to wider youth offer in Oldham and supported transistion into wider provision.	Undertake further consultation with Mahdlo to identify impacts and explore mitigations.	Jodie Barber	31/01/2026	n/a

PHL-BR26-029

BUDGET DELIVERY PLAN 2026/27 & 2027/28

Impact of Agency Model: Oldham Community Leisure

Public Health

DATE COMPLETED:

VERSION 1.0

OFFICIAL

1. Saving Proposal Title and Description

Project Title: OCL Agency Model
Reference Number: PHL-BR26-029
Directorate: Public Health
Service: Sports and Leisure
Project Description: Implementation of the previously agreed agency model to the OCL contract which allows OCL to act as an agent of the council with regards to income collection. This provides a financial benefit with regards to VAT transactions. This proposal seeks to reflect this additional financial benefit into the Leisure Services budget on an 80:20 in the council's favour.

	2026/27
Proposed Budget Reduction (£000)	(336)
Workforce Impact (FTE)	0

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2. Sponsor, Lead and Key Stakeholders

Senior Accountable Officer: Rebecca Fletcher
Delivery Lead: Pritesh Patel, Sport Leisure and Wellbeing Service Manager
Cabinet Portfolio Holder: Cllr Peter Dean
Finance Manager: Matt Kearns
HR Business Partner: N/A
Other internal stakeholders:
Leonnie Wharton-Brown, Senior Accountant (VAT lead)
Key External Stakeholders:

1. Stuart Lockwood,

   CEO of Oldham Active

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3. Scope and Purpose

Project Scope:

On 1st April 2013 Oldham Community Leisure Limited (OCL) awarded a new 10 plus 5 year contract to operate and manage the council's leisure facilities. Prior to the expiry of the initial term of the Contract, the Council exercised the right to extend the term for an additional 5 years. This was done in line with prior Cabinet approval. OCL is now branded as Oldham Active to deliver the contract. The terms of the contract, including the 5 year extension, will end on 31 March 2028

Oldham Active has responsibility for the management, operation, and development of six facilities under the contract, which include Council owned leisure centres, swimming pools and synthetic pitches in Oldham. It also delivers a wider community offer and has a vision of 'Inspiring people to live active healthy lives" and to 'Create

an environment in which sport, active recreation and leisure are integrated into the lifestyles of all Oldham residents, in order that community cohesion and health benefits are continually improving."

The council works closely with Oldham Active to ensure that the outputs and outcomes that Oldham Active is obliged to deliver under the contract are met and that continuous improvement is achieved throughout the contract period.

The Chelmsford ruling (June 2022) has shifted the sector towards agency models for leisure services due to VAT recovery advantages. The ruling established that leisure services provided by Local Authority's should be classified as non-business, which means VAT should no longer be charged to customers, but Local Authority's are able to reclaim any VAT incurred in providing leisure services. Oldham Active incur around £420,000 worth of irrecoverable VAT each year, so moving to an agency model remove the irrecoverable VAT and is therefore more tax efficient, enabling better outcomes for our residents.

Legal & procurement advice has been sought to ensure compliance with contract modification regulations. In September 2025 Cabinet agreed to implement this approach.

Agreement has been reached with Oldham Active to divide the benefit in a 80:20 split to the Council's benefit. This would result in a £336,000 budget reduction.

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4. Objectives and Deliverables

Objectives:

1. Move to an Agency model in line with the Chelmsford ruling to reclaim VAT in the delivery of our leisure services.

Deliverables:

1. New Deed of Variation agreed with the agency model outlined

---

5. Key Actions and Milestones

In the table below, include actions and steps required to deliver the saving, address findings from the EIA, address risks etc. Consider – resourcing and creation of project team, finalisation of project plans, consultation actions, providing notice to contractors/employees/stakeholders, date from when savings start accruing, re-procurement requirements, finalisation of EIA, training of internal resources.

Overarching timeline:

Week	Date	Delivery Milestone / Action	Delivery Owner
1	31st Jan 2026	Deed of Variation developed and Agreed	
2	31st Mar 2026	Deed of Variation signed and implemented	
3	1st Apr 2026	New mechanism in place and budget reduction realised	

NB: For 2026/27 savings, the timetable above needs to start now to impress the need to progress actions from the earliest opportunity. Clearly for some savings they will include actions both leading up to and beyond year end.

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6. Budget and Financial Overview

Budgets subject to saving:

- **Savings to be achieved:** *Explain what will generate the saving, e.g. reducing staffing cost, by income/expense type*
- **Controllable Base Budget:** *Set out the controllable base budgets from which the saving will be taken in the table below*

Cost Centre	Cost Centre Description	Account Code	Account Description	2025/26 Base Budget £000	2026/27 Saving £000	2027/28 Saving £000	Residual Base Budget £000
21800	Leisure Client Contract		OCL Contract	507.044	(336)		171.044

Cost of delivery:

Description	One-off/ ongoing?	2026/27 Cost £000	2027/28 Cost £000
TOTAL			

Key assumptions in calculating the saving:
The management fee for Oldham Active is low in comparison to other GM authorities and nationally. The amount payable under the Contract is £507,044 per year for 2025/26, which equates to £2.10 per resident (Oldham Population of 242,100, Census 2021).

Under the Contract, Oldham Active also receives additional compensation in respect of additional costs it incurs relating to various categories including legislation changes, utility costs and pension costs for employees wholly transferred from the Council under TUPE.

Additional advice and support has been required in 2025/26 from legal colleagues to ensure that the Agency agreement is legal and robust. The cost of legal and tax advice to date is £11,000, and it is anticipated that a further £3,000 will be required to complete the contract amendments and the finalisation of the leases / licences so that Oldham Active can act as the Council's agent. These costs have been met corporately.

Financial Management:
The budget reduction will be administered through a reduction in the annual management fee from £507,044 to £171,044 (subject to annual inflation), equating to £336,000 per annum until the contract concludes in March 2028.

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7. Communications/Engagement Plan

To discuss and address:

- OCL have been engaged regarding this proposal over the past year.

8. Risk Management Plan

	Potential Risk	Mitigation Strategy	Risk Owner
1	New approach to VAT might be seen as significant change to contract	Oldham Council Legal Department have been diligent in ensuring legal advice sought is robust and, while we acknowledge there is some risk, the combined assessment from external legal advice and Pressetext is that the risk is reduced.	Legal
2	Increasing legislation changes will mean continuing increases in the costs to OCLs contract that outweigh these savings	Continue to robustly monitor OCL contract and delivery, and review the potential for other costs/ models	

The risks will be identified and monitored as follows:

- Agency Model Task and Finish Group have oversight of the first risk
- OCL Contract Management will monitor the second risk

NB - Mitigation needs focus on prevention, not just cure, of the risk and be actively managed and pursued from the outset.

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9. Deliverability Rating and conclusion:

Deliverability rating out of 10: 1
RAG rating (1-3 green, 4-6 amber, 7+ red):
Rationale for the rating given: Green

- This can be delivered once the Deed of Variation is signed

What needs to happen to turn this rating to low risk / green?

- Already green

On balance, how do you justify and support the deliverability of this proposal if amber/red?

- N/A

---

10. Dependencies and Impacts

The following issues are key dependencies for the success of the saving proposal.
Internal dependencies:

- Dependent on Legal, Finance, and Procurement colleagues to deliver the changes.

External dependencies:

- The delivery by Oldham Active is a key dependency, and their agreement on the agency model, and the 80:20 split

The following issues are key impacts from the delivery of the saving proposal.
Internal impacts:

- None

External impacts:

- None

Resident impacts:

- None

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11. Resource Requirements (non-finance related):

Resources:

- List out internal staffing resources required to deliver the saving.
    - Public Health colleagues, legal, procurement, finance and estates colleagues too.
- Support required from other directorates/central services.
    - As mentioned above re staffing
- External support required
    - External legal support due to internal capacity
- List any non-staffing resources required
    - None

---

12. Legal and Compliance Considerations:

Is this proposal DISCRETIONARY

Applicable Laws and Regulations:

- N/a

- N/a.

Measures to ensure compliance with the above in delivering the saving:

- N/a
- N/a

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13. Project Closure Criteria:

Completion Criteria:

- How will you know when the saving has been delivered/completed successfully?

New Deed of Variation in place between Oldham Council and Oldham Active

- Is there a clear end point when all implementation activity should be complete?

Yes – the Deed of Variation in place, and the new payment schedule agreed

- What requirements are there post-delivery to ensure the saving sticks and is sustainable and the council does not lapse into old ways?

None

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14. Appendices:

List and attach/provide any additional documentation or workings in support of this proposal:

1. Appendix A – N/A
2. Appendix B – N/A

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15. Approval and Sign-off:

Review and Approval: This Project Initiation Document has been reviewed and approved by the Project Sponsor.

Sign-off:

- Senior Accountable Officer (Strategic Director):



Mike Barker, Deputy Chief Executive (Health & Care)

Date:20th January 2026

Review and Approval: This Project Initiation Document has been reviewed and approved by the Cabinet Member.

Sign-off:

- Cabinet Member: Cllr Peter Dean (Cabinet Member for Culture and Leisure)



- Date: 20/01/2026

PLC-BR26-039

BUDGET DELIVERY PLAN 2026/27 & 2027/28

Highways – Programme Reprioritisation

PLACE: ENVIRONMENT

DATE COMPLETED: 2 January 2026

VERSION 2.2

OFFICIAL

1. Saving Proposal Title and Description

Title: Highways – Programme Reprioritisation
Reference Number: PLC-BR26-039

Directorate: ENVIRONMENT
Service: HIGHWAYS & ENGINEERING

Description:

This proposal aims to rebalance our revenue funding to capital to reflect the change from reactive maintenance to more proactive and preventative maintenance and improvements. To further our ambition to improve the long-term condition of our highways this also takes into account the creation of a £2m capital highways improvement fund that aims to target areas in most need of repairs and resurfacing, reducing the need for more costly reactive repairs later on.

	2026/27
Proposed Budget Reduction (£000)	(436)
Workforce Impact (FTE)	0

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2. Sponsor, Lead and Key Stakeholders

Senior Accountable Officer: Nasir Dad, Director of Environment
Delivery Lead: Gordon Anderson, AD, Highways & Engineering
Cabinet Portfolio Holder: Cllr C Goodwin
Finance Manager: John Hoskins
HR Business Partner: Natasha Needham
Other Service Partners: Joanna Ward, Transport Strategy

Key External Stakeholders:

1. TfGM – external grant awards
2. GMCA – external grant awards
3. Highways England – external grant awards

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3. Scope and Purpose

Project Scope: The Council has a statutory duty under the Highways Act to maintain the highway network and infrastructure in a safe and serviceable condition – this includes all infrastructure, road surface, footway surface, kerbs, all street furniture, railings barriers etc, bridges, footbridges, and highways structures such as retaining walls, highways drainage including pipes, gullies etc.

Oldham Council as the Highways Authority has a statutory duty to maintain the highways network and all infrastructure in a safe and serviceable condition.

Over the last four years the council has attracted over £39.376m in external funding for Highways improvements, mostly due to our position within the Greater Manchester Combined Authority and our track record of delivery on capital projects within funding timescales.

This proposal aims to rebalance our revenue funding to capital to reflect the change from reactive maintenance to more proactive and preventative maintenance and improvements. To further our ambition to improve the long-term condition of our highways this also takes into account the creation of a £2m capital highways improvement fund that aims to target areas in most need of repairs and resurfacing, reducing the need for more costly reactive repairs later on.

In summary, this proposal reprioritises resources and allows community priorities to be delivered through securing and utilising external funds.

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4. Objectives and Deliverables

Objectives:

1. Reprioritising highway maintenance and looking holistically at road surfacing requirements, using and securing more external funding opportunities.
2. Reprioritising the relining programme to ensure essential markings are repainted more regularly.

Deliverables:

1. Outlined above

---

5. Key Actions and Milestones

Overarching timeline:

Week	Date	Delivery Milestone / Action	Delivery Owner
1-5	Jan/Feb	Reprioritisation to proactive work to be assessed and determined	Gordon Anderson / Nasir Dad
5-12	Feb – April	Liaise with key partners to understand and determine external funding opportunities (and secure where possible)	Joanna Ward / Gordon Anderson / Nasir Dad
13	1 April	Implementation of new reprioritised service model	Nasir Dad

NB: For 2026/27 savings, the timetable above needs to start now to impress the need to progress actions from the earliest opportunity. Clearly for some savings they will include actions both leading up to and beyond year end.

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6. Budget and Financial Overview

Budgets subject to saving: Highways Operation and Network Management as set out below

Savings to be achieved: As set out below

Controllable Base Budget:

Cost Centre	Cost Centre Description	Account Code	Account Description	2025/26 Base Budget £000	2026/27 Saving £000	2027/28 Saving £000	Residual Base Budget £000
40916	Highways Operations - Unity	R44401	Payments to Contractors	180	(80)		100
40910	Highways Network Management	R10000	Basic Pay	1,631	(96)		1,535
40350	Highways Operations	R40009	Operational Materials	752	(260)		492

Cost of delivery:

Description	One-off/ ongoing?	2026/27 Cost £000	2027/28 Cost £000
No costs expected			
TOTAL	**0**	**0**	**0**

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Financial Management:

- **How will the value of the saving actually be achieved or forecast be measured and demonstrated as saved?** The forecast will be measured by regular Budget Monitoring and external grant award submissions.
- **What is the impact on the saving if any issues (e.g. trade union and staff consultation processes) delay implementation (or key aspects thereof at greater risk) by a month? Set out how this would be mitigated if this were to happen**. No impact is expected

- **Any key financial/operational controls required to assure/support the saving?** Regular Budget Monitoring

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7. Communications/Engagement Plan

To discuss and address:

- Clear engagement and communication with residents and elected members on priority areas for maintenance
- Third party engagement – external funding pipeline with TfGM / GMCA

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8. Risk Management Plan

	Potential Risk	Mitigation Strategy	Risk Owner
1	Failure to secure external grants	Plan ahead and liaise with partners to ensure understanding of all opportunities Reprioritisation deployment to ensure limited funds are used for most needed works Monitor delivery and plan / recruit /interim support as necessary to ensure funding bids are submitted (capital and revenue)	Joanna Ward / Gordon Anderson / Nasir Dad

The risks will be identified and monitored as follows:

- Ongoing boroughwide inspection programme
- Timely response to resident or member complaints
- Clear communication about the new model
- Continue to monitor reported defects that meet the 'urgent criteria' and feed this back into the decision making process.
- Regular liaison and engagement with funding partners

NB - Mitigation needs focus on prevention, not just cure, of the risk and be actively managed and pursued from the outset.

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9. Deliverability Rating and conclusion:

Deliverability rating out of 10: 1

- Deliverability is green

Rationale for the rating given:

- Delivery of a new model based on proactive rather than reactive maintenance is deliverable.

What needs to happen to turn this rating to low risk / green?

- Set out above

On balance, how do you justify and support the deliverability of this proposal if amber/red?

- Set out above

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10. Dependencies and Impacts

The following issues are key dependencies for the success of the saving proposal.

Internal dependencies:

N/A

External dependencies:

- **Grant award timelines:** alignment of grant awards by external partners to offset revenue savings needed and deploy work programme priorities utilising other funding sources after reprioritisation.

The following issues are key impacts from the delivery of the saving proposal.

Internal impacts:

- *None anticipated*

External impacts:

- *None anticipated (other than grant funding listed above)*
- *Managing impact of Member and resident expectations / potential complaints uplift if comms don't land well on reprioritisation process*

Resident impacts:

None expected

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11. Resource Requirements (non-finance related):

Resources:

- **Internal Staffing Resources:**
  - Transport Strategy support for bid writing and liaison with TfGM / GMCA for grant opportunities

- **Support required from other directorates/central services:**
  - Operational Management: Senior management time reviewing and reprioritising.

- **Support required from corporate transformation team:**

    - Ask for new casework management / reporting mechanism / auto responses and timely updates for pothole reporting and highway maintenance requests to align with new model

- **List any non-staffing resources required:**
    - None anticipated

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12. Legal and Compliance Considerations:

Is this proposal STATUTORY DUTY / MANDATORY / DISCRETIONARY / OTHER?

Applicable Laws and Regulations:

- Traffic Signs Regulations and General Directions
- Various Highways regulations

Measures to ensure compliance with the above in delivering the saving:

- Focus on priority areas will ensure statutory compliance

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13. Project Closure Criteria:

Completion Criteria:

- *How will you know when the saving has been delivered/completed successfully?*
    - Financial: The 2026/27 works programme is delivered within the new budget allocation and external grants are secured to offset revenue reduction
    - Operational: New model is rolled out and priority works implemented in a more timely manner.
    - Asset Management: more streamlined maintenance of the highway network
- *Is there a clear end point when all implementation activity should be complete?*
- *N/A*
- *What requirements are there post-delivery to ensure the saving sticks and is sustainable and the council does not lapse into old ways?*
- *N/A*

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14. Appendices:

None applicable

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15. Approval and Sign-off:

Review and Approval: This Project Initiation Document has been reviewed and approved by the Project Sponsor.

Sign-off:

- Senior Accountable Officer (Strategic Director): Emma Barton, Deputy Chief Executive (Place)



Date: 20th January 2026

Review and Approval: This Project Initiation Document has been reviewed and approved by the Cabinet Member.

Sign-off:

- Cabinet Member: Cllr Chris Goodwin (Cabinet Member for Transport and Highways)



- Date: 20/01/2026

PLC-BR26-032

BUDGET DELIVERY PLAN 2026/27 & 2027/28

Housing Options – Savings and Mitigations

Communities

DATE COMPLETED: 02 January 2026

VERSION 2.3

OFFICIAL

1. Saving Proposal Title and Description

Project Title: Housing – Savings and Mitigations
Reference Number: PLC-BR26-032

Directorate: Communities
Service: Housing Options

Project Description:

The continuation of a focused series of measures to reduce council spend on temporary accommodation. In 2025/26 this has reduced spend by around £2 million. We envisage this ongoing work to deliver an additional £1million from the Housing Options budget, predominantly through reducing the cost of Temporary Accommodation (TA).

	2026/27
Proposed Budget Reduction (£000)	(1,000)
Workforce Impact (FTE)	0

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2. Sponsor, Lead and Key Stakeholders

Senior Accountable Officer: Neil Consterdine – Director of Communities
Delivery Lead: Victoria Wood (Head of Housing Needs) and Simon Shuttleworth (Service Manager – Strategic Housing Recovery)
Cabinet Portfolio Holder: Cllr Elaine Taylor

Finance Manager: John Hoskins
HR Business Partner: Natasha Needham

Other internal stakeholders: Legal, Estates, Finance, Comms
Key External Stakeholders: Housing partners and Registered Providers

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3. Scope and Purpose

Project Scope: The ongoing plan to reduce spend on temporary accommodation (TA) describes a multi-faceted approach, involving a combination of measures aimed at reducing the number of households entering TA (prevention), improving our approach to helping people move out of TA (hence reducing the length of stay), and bringing online less costly options for both TA and move-on accommodation.

This plan contains three elements:

1. Improving supply of TA and move-on accommodation, and maximising affordability. This strand includes:

- Improving our ability to lease properties from both the social and private housing sectors.
- Supporting acquisitions of properties for TA by the social and private housing sectors, via the Local Authority Housing Fund (LAHF).
- Incorporation of additional social housing into planned new developments.
- Repurposing Metropolitan Place to provide TA flats and a new base for the Housing Options service.
- Supporting social housing providers to bring their long-term void properties back into use.
- Developing a new approach around bringing empty properties in the private sector back into use.
- More flexible use of the stock available to us through our PFI housing arrangements.

2. Adapting and strengthening our policies and partnerships, to ensure we are best placed to meet the current challenges, including by:
    - Strengthening our governance, and maximising opportunities for collaboration, by reinstating the Strategic Housing Partnership and Housing Recovery Board.
    - Re-designing our Housing Allocations Policy, to allow us to make best use of available stock in order to address homelessness pressures, while also ensuring more equitable access to housing for those on the register.
    - Developing a new partnership approach to “right-sizing”, to allow for people to more easily move into homes which better suit their situation, including freeing up much-needed larger family homes.
    - Implementation of the “Fair Share” policy, allowing us to charge those residents in TA who can afford to make a contribution.

3. Investing in building capacity within the Housing Options Services, to allow us to bolster prevention and improve how we support people to move on from TA more quickly, by:
    - Implementing a new structure, to ensure capacity is directed where needed in order to better support or residents, and to reduce numbers in TA.
    - Introducing a more robust approach to initial assessments and setting expectations, ensuring that TA is the last resort, and that all other avenues have been exhausted.
    - Developing and embedding a better approach to the use of the private rented sector, both from a preventative and move-on perspective, including use of flexible funds for incentives, bonds, etc.
    - Integrating the Housing Options Team into Place Based Working, to better connect with local partnerships and opportunities to support residents.
    - Taking a problem-solving approach to thematic cohorts, in order to ensure different vulnerabilities are addressed, and appropriate options identified for those in TA, or at risk of becoming homeless.

Key Considerations

1. **Nightly-paid TA costs:** The current nightly-paid TA framework is due for renewal from April 2026 and there has been no increase in cost over the last 3 years. We are therefore anticipating the new costs to be around 10% higher than currently and therefore reducing placements and supporting families to move into permanent accommodation continues to be a priority.

2. **Housing Options Staffing costs:** The Housing Options service has benefitted from investment for additional prevention and move-on activity. Service restructure and implementation continues to ensure resident focus is embedded into all systems and processes and further posts will be held vacant and / or reviewed or restructured as needed to balance demands and community housing needs.

3. **Reduction in housing benefit recovery:** Thanks to intensive work by the Housing Benefit Team, a significant amount of historic HB was recovered in 2025/26. This work will continue to support further recovery where possible.

4. **Reduction in TA spend:** Current year-end projections are that the spend on TA for 25/26 will be £2.1 million less than in 24/25, therefore continued mitigation work and implementation of activities to support residents needs to continue.

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4. Objectives and Deliverables

Objectives:

1. Achieve a £1million budget saving in 2026/27
2. Improve service standards and support for families and residents who need housing support
3. Embed resilience and self-reporting / monitoring into systems and processes to allow more timely updates, and reduce complaints / concerns.
4. Improve service culture through demand management and re-energised workforce who are resident focused and understand service demand management and efficient ways of working.

Deliverables:

1. Reduce number of households in TA:

    a. In the first instance, the service has begun a drive to significantly reduce the number of households in TA on 1st April, in order to bring us as close as possible to starting the year on budget. As at 22/12/25, there were 537 households in TA. We will seek to accelerate reductions in the new year, through making extensive use of direct-matching. It should be noted that there may be some negative impacts

of operating in this way, including the potential for it to negatively impact relationships with our housing providers. However this will be required to fully mitigate costs and reduce spend in TA.

b. Through 26/27, we will leverage the new staffing structure to prevent as many TA placements as possible, while also working more intensively to support people to move on from TA as quickly as possible.

2. Source alternative forms of TA and move-on accommodation, as part of TA Mitigations programme

3. Make best use of existing and newly delivered stock, through the implementation of the new allocations policy, and approach to right-sizing.

5. Key Actions and Milestones

Overarching timeline:

Week	Date	Delivery Milestone / Action	Delivery Owner
1	By 1st Apr 2026	Reduce number of households in TA by as many as possible, to provide the best possible starting position for 2026/27	Vicky Wood
2	By 1st Apr 2026	Agree and implement one-off contributions towards budget saving	Neil Consterdine / Vicky Wood
3	Ongoing	Delivery of TA mitigations plan	Vicky Wood / Simon Shuttleworth

NB: For 2026/27 savings, the timetable above needs to start now to impress the need to progress actions from the earliest opportunity. Clearly for some savings they will include actions both leading up to and beyond year end.

6. Budget and Financial Overview

Savings to be achieved (as above): £1m from Housing budget.

- *One-off saving through re-profiling of grants monies*
- *Reduction in spend on temporary accommodation*

Cost of delivery: Potential cost of TA mitigations, variable by project. May be funded through grant funding (for example, use of GMCA leasing grant). To be identified as each scheme comes forward, with a clear indication of the saving that will be achieved in return.

Key assumptions in calculating the saving: N/A

Financial Management:

- How will the value of the saving actually achieved or forecast be measured and demonstrated as saved?
    - Number of households in TA
    - Average unit cost of TA
    - Average length of stay in TA
    - Monthly TA spend
    - Projected year-end spend
- What is the impact on the saving if any issues (e.g. trade union and staff consultation processes) delay implementation (or key aspects thereof at greater risk) by a month? Set out how this would be mitigated if this were to happen. *N/A*
- Any key financial/operational controls required to assure/support the saving? *N/A*

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7. Communications/Engagement Plan

- Potential for engagement if / when policy changes are needed, however no consultation needed for TA mitigation works and projects

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8. Risk Management Plan

	Potential Risk	Mitigation Strategy	Risk Owner
1	Unit cost of Nightly Paid TA increases (Guaranteed, due to new framework coming into place April 2026)	Reduction in numbers in TA, and sourcing of alternative accommodation options, as per TA mitigation plan.	Simon Shuttleworth/Victoria Wood
2	Lack of capacity in internal support services to support delivery of mitigations (Legal, Estates, Finance, etc)	To be managed through the Housing Recovery Board	Finance /HR/Legal
3	Support with the use of the HRA	To be managed through the Housing Recovery Board	Finance

The risks will be identified and monitored as follows:

- To be managed through the Housing Recovery Board – prevention mitigations and cost reductions all managed through the Board

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9. Deliverability Rating and conclusion:

Deliverability rating out of 10: 5/6 deliverability is challenging due to potential for unforeseen TA demand and we will never see residents without housing accommodation, plus there is time for procurement / construction works to be delivered

RAG rating (1-3 green, 4-6 amber, 7+ red): Amber

Rationale for the rating given:

- Reduction in spend c£2m in 25/26, therefore with continued support and dedicated prioritisation of TA mitigation measures, additional saving of £1million is the target to achieve
- Challenge is potential for unforeseen demands as there is a commitment to never see a resident without housing accommodation and to minimise rough sleeping on Oldham's streets
- Risk of potential delays to delivery and implementation of the mitigation proposals through procurement and / or construction.

What needs to happen to turn this rating to low risk / green?

- Delivery at pace of the TA mitigations plan will support reductions in TA spend, but may still not be sufficient to meet the expected saving.

On balance, how do you justify and support the deliverability of this proposal if amber/red?

- Potential mismatch between available housing and demand, and the anticipated increase in TA costs, will all add to the challenge. However, there are a number of levers at our disposal, the service is now better resourced than at any point in the past, and we are determined to do everything we can in order to bear down on costs.

10. Dependencies and Impacts

Internal dependencies:

- Capacity in support services such as Legal, Estates and Finance, in order to progress TA mitigations. To be managed as best as possible through the Housing Recovery Board, but this is a potential risk.

External dependencies:

- Demand factors beyond our control – minimal options to manage this, but impact can be evidenced through tracking of presentations / placements, and overseen by the Housing Recovery Board.
- Response to current nightly-paid TA exercise. This is anticipated to see a 10% increase in the cost of nightly-paid TA. To be managed through the Housing Recovery Board, and the TA mitigations plan.

The following issues are key impacts from the delivery of the saving proposal.

Internal impacts:

- N/A

External impacts:

- Potential additional grant funding may ease the issue

Resident impacts:

- Positive impact by reducing numbers of households in TA
- Potential negative impact on other residents on the housing register, if a greater proportion of housing matches are used for those in TA. Wait times on the list are already high, and it is hoped that any intervention here will be short-term, in order to reduce numbers in TA.

11. Resource Requirements (non-finance related):

Resources:

- Ongoing support in the delivery of mitigations, via the Housing Recovery Board, and including internal service areas such as:
    - HR – culture and structure
    - Transformation support – systems, processes
    - Legal
    - Estates
    - Finance

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12. Legal and Compliance Considerations:

Is this proposal STATUTORY DUTY

Applicable Laws and Regulations:

- Homelessness Reduction Act 2017

Measures to ensure compliance with the above in delivering the saving:

- All approaches will ensure that we remain compliant with legislation. We will continue to accommodate homeless households where necessary, but will take a more robust approach to prevention, move-on, and the use of our matching system, in doing so.

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13. Project Closure Criteria:

Completion Criteria:

- How will you know when the saving has been delivered/completed successfully? *Year-end 2026/27*
- Is there a clear end point when all implementation activity should be complete? *The bulk of this activity is ongoing, as it forms our wider plan around reduction and mitigation of the use of TA*
- What requirements are there post-delivery to ensure the saving sticks and is sustainable and the council does not lapse into old ways? *While the situation in relation to TA will always be subject to wider demand factors, the more we are able to drive numbers in TA down, the more this frees up capacity to deliver further prevention activity.*

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14. Appendices:

List and attach/provide any additional documentation or workings in support of this proposal:

1. N/A

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15. Approval and Sign-off:

Review and Approval: This Project Initiation Document has been reviewed and approved by the Project Sponsor.

Sign-off:

- Senior Accountable Officer (Strategic Director): Emma Barton, Deputy Chief Executive (Place)



Date: 20th January 2026

Review and Approval: This Project Initiation Document has been reviewed and approved by the Cabinet Member.

Sign-off:

- Cabinet Member: Cllr Elaine Taylor (Statutory Deputy Leader and Cabinet Member for Neighbourhoods)



- Date: 20/01/2026

PLC-BR26-040

BUDGET DELIVERY PLAN 2026/27 & 2027/28

Waste, Greenspace and Cleansing Re-Prioritisation

PLACE DIRECTORATE

DATE COMPLETED: 02 January 2026

VERSION 2.2

OFFICIAL

1. Saving Proposal Title and Description

Project Title: Waste, Greenspace and Cleansing Re-Prioritisation
Reference Number: PLC-BR26-040
Directorate: Environment
Service: Various

Project Description:

This project will review how the waste and cleansing service work together now they are under one service area and prioritising the most in demand elements of the service needed by local communities (waste collection, fly tipping, and bulky waste collection). It will also reflect the shift to in-house provision of Bulky Waste Collections and the transfer of those staff into the council.

Summary of proposals:

- New delivery model for bulky waste collections and fly-tipping clearance bringing together waste, street cleaning and bulky waste collection into a single service.
- Multi-skill the workforce across cleansing and waste to reduce dependency on agency staff and embed natural flexibility for seasonal variations and work programme demands.
- Bring together Arboriculture and Grounds Maintenance teams into a single service to cross skill and coordinate resource planning.
- Maximising use of grant funding / external funding in the delivery of the services above.

	2026/27
Proposed Budget Reduction (£000)	(350)
Workforce Impact (FTE)	0

This proposal would not impact on staffing numbers or capacity within these services (outside of the proposed transfer of bulky waste staff into the organisation).

2. Sponsor, Lead and Key Stakeholders

Senior Accountable Officer: Nasir Dad, Director of Environment
Delivery Lead: Darren McGrattan, AD – Waste, Cleansing & Greenspace

Cabinet Portfolio Holder: Cllr Elaine Taylor, Portfolio Holder, Neighbourhoods
Finance Manager: John Hoskins
HR Business Partner: Julie Lynch

Other internal stakeholders:

- Waste and frontline staff
- Elected Members
- Contact Centre
- IT

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- Customer Services/complaints team
- Communications team
- Council Tax
- Legal Services
- Performance Team

Key External Stakeholders:

- FRC Group – Current Bulky Waste Collection Service Provider
- Oldham Residents
- GMCA
- SUEZ (household recycling organisation)

3. Scope and Purpose

Project Scope: Services across the Waste, Greenspace and Cleansing services are in high demand on a daily basis, and these proposals aim to re-prioritise resources and areas of the services needed by local communities. The service has recognised that improvements in working arrangements could improve timeliness of responses and delivery through different models of deployment and efficiencies.

Fly-tipped waste is, by definition, waste that is not disposed of properly, and therefore, when from households, is waste not collected by the regular kerbside bin collection service. Similarly, the bulky waste collection service is for waste that cannot go in a regular bin; the new service will remove the waste irrespective of the source.

The new service will collect this like waste, on an area-based schedule, in a structured manner, using old Refuse Collection Vehicles (RCV's) that will be modified for this purpose (have their automatic bin lifters removed), which will also permit the possibility of using a loading shovel to assist with feeding waste in. RCV's will be re-purposed to this role once they reached, or close to reaching, the end of their useful life as a frontline bin collection vehicle. Due to RCV's being fitted with a compaction loading system, suitable waste is just placed in the back of the truck at waste height.

The working methodology would be to complete the scheduled bulky collections on the relevant scheduled day, along with any appropriate notified fly-tipping incidents. Given the end of the current Bulky Waste Contract, this proposal will also be subject to TUPE discussions with the current providers and this could impact introduction timelines.

Proposals:

1) New delivery model for bulky waste collections and fly-tipping clearance; and
2) Multi-skill the workforce across cleansing and waste to reduce dependency on agency, and embed natural flexibility for seasonal variations and work programme demands.
3) Bring together Arboriculture and Grounds Maintenance teams into a single service to cross skill and coordinate resource planning.

The removal of fly-tipping has become increasingly challenging for the service over recent years due to a number of factors, including but not limited to:

- Service demand in terms of;
    - Frequency of clearances required at the same locations
    - Amount of waste needing to be cleared
    - Array of wastes that need to be cleared
    - Response time delays
- Poor bulky waste collection service increasing fly-tipping and resulting in the need to perform collections that have not been made by the contracted provider
- Service delivery costs escalating due to essential requirement to use agency staff to cover shifts for leave / sickness
- No capacity to clear alleys systematically
- Inability to clear waste 'while present' due to the disconnect with enforcement, when coupled with the issues of three waste streams, leading to a low productivity job, by job approach.
- Persistent Organic Pollutants (POP's) legislation requiring Waste Upholstered Domestic Seating (WUDS's) to be collected separately
    - Creating in effect now 3 separate waste streams
- Health & Safety Implications caused by the need to separate wastes at the tip
- High tare weight of vehicles, increasing the risk of overloads and reducing productivity due to the need to tip off too frequently
- Driver licensing requirements reducing the pool of drivers available and increasing service delivery pressures

Bring together Arboriculture and Grounds Maintenance teams into a single service to cross skill and coordinate resource planning. This will include a review and reprioritisation of current grounds maintenance rounds and routes, prioritising and coordinating staff resource around parks, highways verges on major routes and green open spaces most used by our communities while retaining appropriate maintenance of other areas. This would not deliver any reduction in capacity for these services.

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4. Objectives and Deliverables

Objectives:

1. Provide a new integrated bulk waste collection service, for non-reuseable, or recoverable waste across Oldham when requested from premises, or abandoned on public land, that the authority has a duty to remove
2. To do so as a new integrated service unit
3. Implement the reprioritised maintenance programme for grounds maintenance, ensuring resources are ringfenced for urgent repairs and much loved community spaces.

Deliverables:

1. New Bulky waste collection service to all properties in Oldham for difficult and oversize items that are beyond re-use, or donation and of a household type nature.
2. A fly-tipped waste removal service for land that the Council has a duty to clear that will be completed on an area based scheduled approach.
3. Introduce a revised Bulky Waste Collection charging structure (£10 per bulky item collected) to maximise the accessibility of the service to all residents who have an item, or a number of items.
4. Communications plan – social media posts, etc. with FAQ and guidance materials
5. Monitoring and reporting dashboard to monitor performance and demands of new service model
6. Revised maintenance schedules implemented including new mobile teams deployed and reprioritisation process embedded.

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5. Key Actions and Milestones

Overarching timeline :

Item	Date	Delivery Milestone / Action	Delivery Owner
1	December 25	Initial discussion for understanding on the applicability of TUPE for Bulky Waste Service	D McG
2	Dec 25 – Jan 26	Reprioritisation based on demand and community usage and performance data	ND / DMcG
3	January 26	Initial draft of Service Structure, Job Descriptions and person Specifications Staff consultation on multi-skilling workforce	BP D McG
4	January 26	Initial draft vehicle and equipment plan linked to reprioritisation process	BP
5	January 26	Formal negotiations with Bulky Collection Contractor	BP/ DP
6	February 26	Workforce Briefing / Policy / FAQs approval	BP/ DP
	February 26	'Retire' the 12-year-old RCV from regular bin collections so it can be modified	BP

Item	Date	Delivery Milestone / Action	Delivery Owner
7	February 26	Develop working methodology, delivery plans and Risk Assessments	BP
8	February 26	Develop web page linking to Bartec/Collective system	IT
9	March 26	Permit system finalised and Communications Plan prepared (with testing as needed)	BWR Comms
10	April 26	Introduce the revised bulky waste collection pricing structure	BP
11	May 26	Deliver new service training and practice service delivery	BP
12	June 26	Planned new service go live	BP
13	July 26	Initial service deployment progress review	BP

6. Budget and Financial Overview

Budgets subject to saving:

- Waste & Street Cleaning
- Grounds maintenance
- Arboriculture

Cost of delivery:

Description	One-off/ ongoing?	2026/27 Cost £000	2027/28 Cost £000
No costs expected			
TOTAL	**0**	**0**	**0**

Key assumptions in calculating the saving:

- "Public Safety Critical" maintenance will remain top priority;
- Reprioritisation as set out earlier is deployed in timely manner to ensure seasonal variations are managed and best utilised as part of the implementation process
- Reprioritisation will create savings within the budget line and public expectations / service delivery standards are maintained without major impacts.
- Other works will be delivered if funds are available / secured from external sources (as now).

Financial Management:

- **How will the value of the saving actually be achieved or forecast be measured and demonstrated as saved?** The forecast will be measured by regular Budget Monitoring and external grant award submissions.

- **What is the impact on the saving if any issues (e.g. trade union and staff consultation processes) delay implementation (or key aspects thereof at greater risk) by a month? Set out how this would be mitigated if this were to happen**. No impact is expected
- **Any key financial/operational controls required to assure/support the saving?** Regular Budget Monitoring

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7. Communications/Engagement Plan

To discuss and address:

- **Staff consultation;** Formal consultation required on multi-skilling opportunities and reprioritisation of service delivery areas (which will mean a change for some staff from static to mobile service delivery).
- **Public consultation;** Communication campaign for bulky waste changes, especially single item requests at reduced fees. Communication campaign with residents and other stakeholders to manage expectations regarding updated maintenance routes and times.

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8. Risk Management Plan

	Potential Risk	Mitigation Strategy	Risk Owner
1	EPR Funding Reduced	None	Director / Finance
2	Increased disposal costs from waste recycling centres	None	Director / Finance
3	Staff disengagement through consultation	Clear communications, FAQs and reassurance through TU early engagement and awareness	Director / ADs

The risks will be identified and monitored as follows:

- This proposal is subject to significant risk which is that it is perceived that TUPE would apply for the bulky waste service with the resultant associated costs which would mean that the savings projected would not be realised. This is being worked through with legal services and HR.
- Reprioritisation assessment and monitoring, and engagement with residents and elected members on non-priority areas to minimise impact of changes

NB - Mitigation needs focus on prevention, not just cure, of the risk and be actively managed and pursued from the outset.

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9. Deliverability Rating and conclusion:

Deliverability rating out of 10: 4

- The operational plan is clear (reprioritisation), but financial deliverability is high risk due to uncertainty of demands from communities and members

RAG rating (1-3 green, 4-6 amber, 7+ red): 3-4

Rationale for the rating given:

- Project is deliverable but the main challenge will be TUPE discussions with the current provider. Depending on how these progress, there could be a delay between ending of the current bulky waste provision and the start of the Council collection service.

What needs to happen to turn this rating to low risk / green?

- Early engagement through legal and HR support with the current provider to discuss TUPE arrangements
- Regular monitoring and engagement with communities and elected members

On balance, how do you justify and support the deliverability of this proposal if amber/red?

- **Operational Robustness vs. Financial Cost:** The operational plan itself and reprioritisation is fully deliverable and logically sound based on current demand data and reports from members of the public.
- However, seasonal variations and demand management from communities is an uncertainty which needs careful management and monitoring.

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10. Dependencies and Impacts

The following issues are key dependencies for the success of the saving proposal.

Internal dependencies:

- **Alignment with Fleet Review:** A separate review of fleet/vehicles is currently underway. It is critical that vehicle reductions align with the loss of Grade 3 Drivers to ensure we are not paying for vehicles we no longer have staff to operate
- **HR Capacity:** to support restructure and consultation processes for multi-skilling teams
- **IT / Transformational support -** service delivery and new bulky waste service

External dependencies:

- **Grant award timelines:** alignment of grant awards by external partners to offset revenue savings needed and deploy work programme priorities utilising other funding sources after reprioritisation.
- **Trade Union Cooperation:** The timeline relies on constructive engagement with Unions regarding multi-skilling aspects of the proposals

The following issues are key impacts from the delivery of the saving proposal.

Internal impacts:

- *None anticipated*

External impacts:

- *Potential for recycling costs to be impacted as more waste is removed from fly-tipping collections. Needs monitoring*
- *Managing impact of Member and resident expectations / potential complaints*

Resident impacts:

- *Change of maintenance routes and timings as well as potential changes in specific staff in specific areas could cause concern among residents*
- *Careful management and monitoring of reports, concerns and complaints*

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11. Resource Requirements (non-finance related):

Resources:

- **Internal Staffing Resources:**
  - HR Business Partnering: Dedicated support is required for consultation process
  - Operational Management: Senior management time will be heavily diverted to reprioritisation processes
- **Support required from other directorates/central services:**
  - Communications: A targeted campaign is needed for new bulky waste service
  - Communications for fly-tipping / cleansing reports
  - Transformation / IT support for new systems and processes to ensure timely responses and actions
- **List any non-staffing resources required:**
  - Engagement and liaison with GMCA and Suez re: bulky waste changes and more proactive responses to fly-tipping

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12. Legal and Compliance Considerations:

Is this proposal STATUTORY DUTY / MANDATORY

- **Discretionary (Service Level):** Grass cutting and provision of floral displays are discretionary.
- **Statutory (Safety):** The Council retains a statutory duty under the Occupiers' Liability Act to ensure land is "Safe."

Applicable Laws and Regulations:

- Employment Rights Act 1996: Governance of the redundancy process and consultation requirements (Section 188 notice).

- The Environmental Protection Act 1990 and The Waste (England and Wales) Regulations 2011

Measures to ensure compliance with the above in delivering the saving:

- Consultation: A consultation with Trade Unions (GMB/Unison) will be conducted to satisfy employment law requirements.
- Safety Audits: sites will continue to receive monthly safety inspections (specifically regarding play equipment) to ensure the Council discharges its statutory liability for safety

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13. Project Closure Criteria:

Completion Criteria:

- How will you know when the saving has been delivered/completed successfully?

    1. Financial: 2026/27 budget is managed and service delivery model is rolled out effectively
    2. Reprioritised maintenance schedules are active and being followed by the multiskilled workforce.

- Is there a clear end point when all implementation activity should be complete?

    Yes: May 2027. Training completed / workforce redeployed / full year of seasonal variances reviewed and monitored to determine any unforeseen impacts in service delivery and prioritisation assumptions ready for the following year.

- What requirements are there post-delivery to ensure the saving sticks and is sustainable and the council does not lapse into old ways?

    1. Public Expectation Management: Persistent communication about bulky waste service / enforcement on fly-tipping with proactive team response to reports and inspections, and repriorisation reviewed and updated as needed.
    2. Complaints review and monitoring linked to reprioritisation process and some potential aesthetical issues for non-priority areas.

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14. Appendices:

List and attach/provide any additional documentation or workings in support of this proposal:

None applicable

15. Approval and Sign-off:

Review and Approval: This Project Initiation Document has been reviewed and approved by the Project Sponsor.

Sign-off:

- Senior Accountable Officer (Strategic Director): Emma Barton, Deputy Chief Executive (Place)



Date: 20th January 2026

Review and Approval: This Project Initiation Document has been reviewed and approved by the Cabinet Member.

Sign-off:

- Cabinet Member: Cllr Elaine Taylor (Statutory Deputy Leader and Cabinet Member for Neighbourhoods)



- Date: 20/01/2026

Statement of the Chief Financial Officer on Reserves, Robustness of Estimates and Affordability and Prudence of Capital Investments

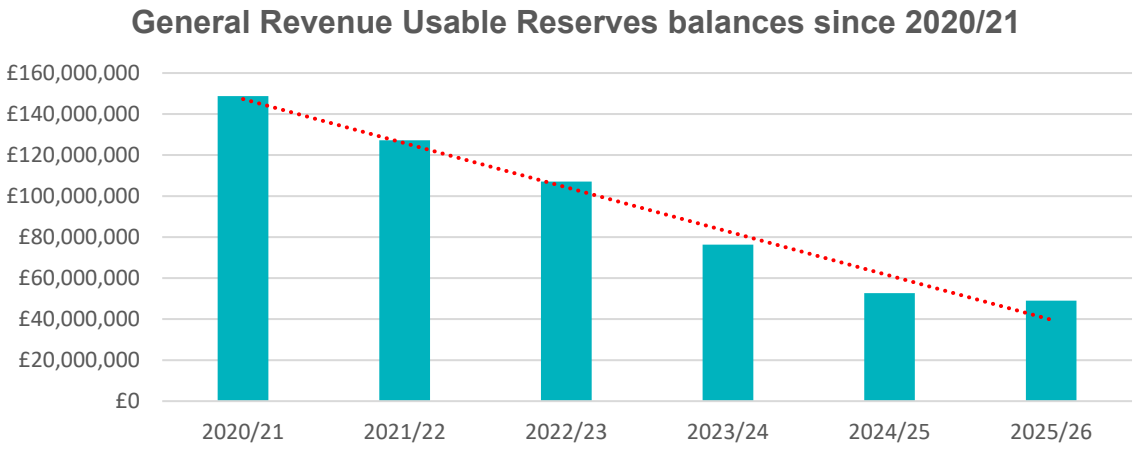
1. General Fund Balances

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 reserves maintained by the Council in accordance with the agreed Council Policy on 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 three year Medium Term Financial Strategy (MTFS), 2027/28 to 2028/29 on the known settlement information and a high level indicative narrative for the years 2029/30 and 2030/31 which are outside the Final Local Government Finance Settlement (FLGFS) period, 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.

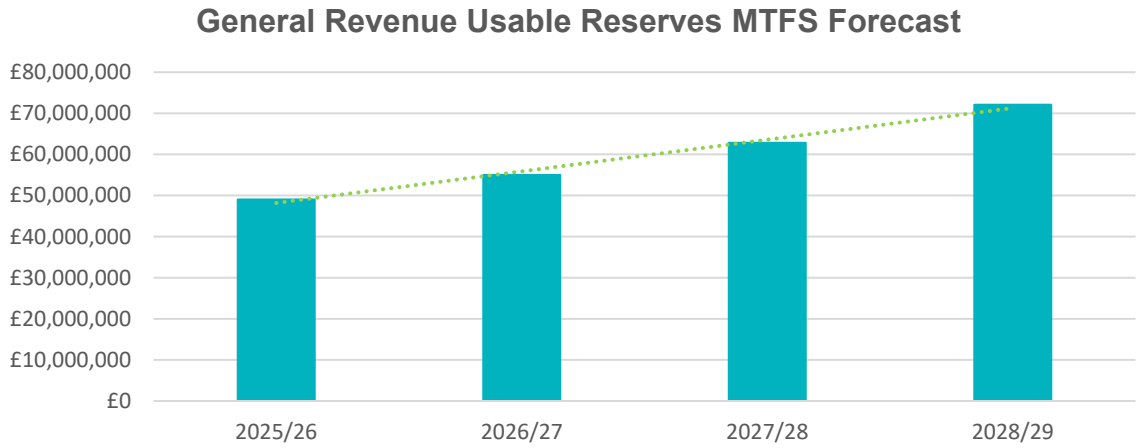
1.3. In the past a significant number of general revenue usable reserves have been approved by full Council as part of the annual budget setting process to underpin the Council's revenue budget. As can be seen in the most recent revenue budget monitoring report for 2025/26, the revenue budget forecast outturn position highlights a current unfavourable variance which will need to be financed from reserves. This is in addition to the use of revenue reserves to fund specific projects/initiatives during the financial year. The Council's policy to transfer one-off returns to replenish reserves offsets these projected movements and means that the net projected reduction in the Council's general revenue reserves position for 2025/26 will be £3.616m.

1.4. With the use of revenue reserves to balance the 2025/26 position, it is projected that by the end of the 2025/26 financial year, 67.05% of general revenue reserves will have been utilised since 2020 as shown in the table below.



1.5. Whilst the projected use of reserves in 2025/26 is minimal in comparison to previous financial years, the use of reserves to balance the revenue position is not sustainable. To

address this, the Council's MTFS includes budgeted transfers to reserves of £11.592m between 2026/27 to 2028/29. Furthermore, any additional one-off returns will also be transferred to reserves to replenish the balances held and rebuild from the past usage of this resource. Based upon these assumptions, the below table shows the projected trajectory of these balances over the detailed 3-year life of the MTFS, 2026/27 to 2028/29 which is based on the known information of indicative funding the Council will receive from the FLGFS.



1.6. Every effort must continue to be made by the Council to retain reserves at these levels and therefore, it is important that services manage expenditure within the cash envelopes available to them.

Approach to setting the revenue budget

1.7. Early work began on setting the revenue budget for 2026/27 during 2025 having regard to the 2024/25 outturn, the forecast adverse position for 2025/26 and the budget gap for 2026/27. The key principles used in the approach to setting the 2026/27 revenue budget were:

- Review of key demand areas and the delivery of statutory services
- Updating the underlying assumptions used for budget estimates including demand and price
- Review of those areas where costs are greater than budgetary provision
- Delivery / non-delivery of current approved budget reductions, the mitigations in place and the established procedures for scrutiny of these budget reductions
- The availability of base budget provision for in year volatility to remove the risk of in year overspends
- Management actions implemented during the financial year and the impact of these actions upon the Council's financial position
- Renewed focus of the Council's Transformation Programme and the relevant investment required to ensure delivery of long term financial efficiencies
- Any emerging issues and any associated financial impact
- Review of all revenue resources, outcomes and current delivery
- The Council's overall financial resilience

Transformation Programme

1.8. Since April 2024, the Council's Transformation Programme has delivered service improvements and budget reductions for directorates and put in place foundations for

wider transformational change. These foundations have allowed for a renewed focus to ensure the Council is financially sustainable and remains viable for the future, focusing on key areas of demand and the opportunities available to deliver services whilst making financial efficiencies.

1.9. The 2026 Transformation Programme builds upon the work undertaken to date, and with additional investment, can deliver substantial financial efficiencies over the medium to long term. These efficiencies have been incorporated into the Council's Medium Term Financial Plan and will be subject to the same scrutiny processes that have been established for other directorate budget reductions.

2. Adequacy of Reserves

2.1. A summary of the balances required to support the 2026/27 revenue budget is shown at **Annexe A**. It also presents the calculation of an indicative recommended level of balances to support the 2027/28 to 2028/29 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 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 Revenue Usable Reserves calculation can be found at **Annexe A**. This calculation has not changed significantly from the previous year and indicates that the General Revenue Usable Reserves balance (which includes the General Fund Balance) should remain above a minimum level of £36.750m for 2026/27. It is therefore recommended that the Council's General Fund Balance remains at its current level of £18.865m. The level of General Revenue Reserves represents approximately 10% of the Council's net revenue budget and is in line with previous public interest recommendations that the minimum level of general reserves should be between 5% and 10% - given the financial challenges faced by the Council over the last few years, the level of general reserves should be towards the top of this range. The calculation takes into account the following:

- 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. As detailed at paragraph 1.5, based upon information available at this time, the forecast position for General Revenue Usable Reserves for 2026/27 to 2028/29 is expected to

increase, and therefore will remain above the minimum level recommended, with balances projected to rise to £72.090m by the end of 2028/29.

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 2021, The 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 remains compliant with this requirement.

4.3. In accordance with previous practice, the Annual Review of the Capital Programme has been completed and is included within the Quarter 3 capital monitoring report and the Capital Programme report presented elsewhere on this agenda. This review incorporated discussions with Executive Directors, 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 a total of £53.187m was rephased across the life of the Capital programme. A total of £46.835m was re-phased into 2026/27 and £6.231m of further re-phasing into 2027/28 and 2028/29 with £0.475m in 2029/30 towards the later years of the Capital Programme. The Capital Programme is kept under regular review, including during the preparation of the Capital Strategy and Capital Programme 2026/27 to 2030/31, with updates to the Programme being reported as part of the monthly monitoring reports.

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. No significant new schemes have been added to the 5-year Capital Programme. The schemes added within the Capital Strategy and Capital Programme 2026/27 to 2030/31 are in the main funded from external capital grants.

4.6. The borrowing from 2026/27 onwards is estimated at £58.3m, which relates to previously approved schemes and is lower than previous years (the Capital Strategy approved by Budget Council on 6 March 2025 forecast borrowing of £81.3m). The Council has worked hard to reduce the borrowing requirement over the MTFS period and as a result the debt servicing costs have reduced over the period since last reported in the Robustness Statement at the Budget Council meeting in March 2025. Previous forecasts had annual debt servicing costs £6m over the MTFS period, the current MTFS forecast is an average of £3.676m over the settlement period 2026/27 to 2028/29 which will reduce the financial pressure on the Council.

4.7. The Council will keep the Capital Programme under constant review during 2026/27 and future years. In particular, any new projects that require any 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

4.8. 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 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; 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).

4.9. Nationally, the 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 2025/26, 30 authorities have had Exceptional Financial (EFS) support from the Government agreed. EFS is temporary financial assistance provided by the government to Councils that are facing severe financial difficulties. This support, which is not additional revenue funding provided by Government, is typically used to help a Council meet its financial obligations, continue to deliver essential services and avoid the need to issue a 'Section 114. This highlights the importance for the Council to increase its financial resilience to avoid any need for this type of support.

4.10. Furthermore, the Council's External Auditor (Forvis 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 Council received the Auditor's draft report in respect of 2024/25, which has detailed a serious weakness in this area. This weakness is as a result of continued overspending and a reliance of using reserves to support day to day revenue expenditure.

4.11. Whilst this is of concern for the Council, the Auditors noted that the organisation has made significant efforts in this area for 2025/26 by setting a revenue budget that did not require a budgeted use of reserves. It was noted however, that the Council was projecting an in year adverse variance and that the use of reserves was again likely. As such, the Auditors made a series of recommendations as follows:

- review its budget setting process to identify areas where demand-led expenditure is consistently in excess of planned levels and determine whether revised forecasting procedures are required;
- consider whether required levels of savings are sufficient to mitigate the likely increases in future demand;
- ensure savings plans are realistic and achievable and are subject to regular detailed monitoring so the Council can identify alternative budget reduction options when existing plans are at risk of non-delivery by year end; and

- review its Medium Term Financial Strategy and Reserves Policy to identify ways of increasing reserves to provide long-term resilience in the Council's financial position.

4.12. As detailed within the 2026/27 Revenue Budget Report and within this appendix, the recommendations made by our External Auditors have all been addressed as part of the budget setting process.

4.13. Members can be assured that whilst reserves balances have been reduced, the Council remains financially resilient in the short term with a clear strategy in place to increase this resilience over the life of the MTFS. This strategy does rely on the delivery of the transformation programme over the short to medium term and therefore it is vital that the Council delivers on the 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 2026/27. This is only the case provided that the General Fund Balance remains at £18.865m for 2026/27 and the strategies identified to increase General Revenue Usable Reserves are delivered. Furthermore, it is important that all budget options, or in year alternatives, must be monitored closely and delivered as planned.

Annex A – Minimum General Revenue Usable Reserves Calculation (including General Fund Balance)

Area of Risk	2026/27 Value of Risk Factor £000	2027/28 Value of Risk Factor £000	2028/29 Value of Risk Factor £000
Inflation	2,500	2,750	3,000
Interest rates	650	650	650
Changes to grant funding regimes	1,500	2,000	2,250
Estimated Budgets	1,750	2,500	3,500
Budget Volatility	9,571	8,875	12,285
Budget Reductions	7,579	9,313	6,900
Unforeseen insurance costs	200	200	200
Emergency Planning	8,250	8,250	8,250
Changes to budgets	1,000	1,000	1,000
Financial and Partnership guarantees	2,500	2,500	2,500
Unforeseen events	1,250	1,250	1,250
Total General Revenue Usable Reserves Requirement (based on Risk Assessment)	**36,750**	**39,288**	**41,785**
Forecast General Revenue Usable Reserves	**55,001**	**62,810**	**72,090**

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Appendix 7

RESERVES POLICY

FOR

2025/26 to 2026/27

RESERVES POLICY

1 Background

1.1 It is important to have a strategic approach to the creation, maintenance and use of reserves. Having established a reserves policy for the first time for the closure of the accounts for 2014/15 and the financial year 2015/16, this updated policy addresses key issues for the period 2025/26 to 2026/27.

2 Policy

2.1 It is essential to ensure that any funds set aside in reserves are considered appropriately so that they have maximum effect. Following established practice, the process of identifying reserves continues to have regard to the addressing of corporate priorities and the need to maintain the Council's financial resilience.

2.2 This Policy sets out agreed priority areas and enables any identified additional resources to be directed to these priority areas, however, it does allow for some flexibility as and when required.

2.4 The reduction in reserves over several financial years and the continued pressures on the Council's revenue budget means that there is a need to review the Council's reserves policy to ensure it reflects the organisation's priorities. This policy reflects the reserves position after a full review has been completed.

3 Establishing the Priorities

3.1 The Council's reserves are categorised into **four major reserves** which support **corporate priorities** and are explained in this policy as follows.

a) Corporate Budget Strategy Reserve – £16.080m 2025/26 opening balance

This reserve represents resources that have been set aside to support the corporate budget strategy of the Council.

The priority reserves within this category are:

a) Fiscal Mitigation

This reserve is to support the financial resilience of the Council over the medium term and includes the budgeted transfer to reserves and any one-off returns received by the Council.

b) Risk Reserve

It has been identified that a risk reserve at £4.220m is required to provide financial resource for additional service volatility over and above the base budget provision available. Any use of this reserve can only be approved by the Chief Executive and Director of Finance and if used, should be replenished as a priority.

c) Redundancy/Efficiency Reserve

As part of the agreed budget strategy for 2015/16, the corporate redundancy base budget was reduced by £2.000m. As a consequence, it was agreed that funding of any redundancy costs will be provided by using a reserve. The reserve balance at the start of the 2025/26 financial year was £1.743m.

b) Corporate Other Reserve - £7.544m 2025/26 opening balance

This reserve holds resources set aside to provide for any costs of other corporate areas that are required to be held for a specific purpose or support the delivery of corporate priorities.

The priority reserves within this category are:

a) ASC Reserves

This reserve was established to support the Adult Social Care service with the delivery of strengths based working and the implementation of sector reforms. This reserve also holds resources to support the service with preparing for future inspection.

b) Adult Social Care – Thriving Communities

This reserve was established to fund Oldham's Thriving Communities Programme which was initiated as part of the GM Transformation Programme in 2017/18. At the centre of the programme are three funded elements which are the:

- Social Prescribing Innovation Partnership;
- Social Action Fund VCFSE investments; and
- Fast Grants micro grant funding.

These initiatives have continued into 2025/26 and this reserve holds the resources to support this.

c) Local Welfare Provision

As a result of Central Government withdrawing direct funding for Local Welfare Provision several years ago, the Council has continued to provide support for those in need, primarily through the provision of white goods, essential furniture, bedding, carpets and household set up packs and this support is funded via resources held within this reserve.

d) Place Marketing

This reserve was created to help the Council deliver the corporate priorities to support the delivery of economic and business priorities expected within the refreshed Oldham Plan/ Corporate Plan. The reserve is to be used to enable the Council to attract new investors and visitors to the borough, as well as promoting those businesses who are already located here to new audiences.

e) Reserve for PFI Schemes / PFI Smoothing Reserve

The Council has a number of Private Finance Initiatives (PFI) and other schemes that operate in a similar manner to PFIs. The resource held within this reserve is to support the cost of surveys prior to the handover of the buildings back to the Council.

f) Insurance Reserve

It is essential that reserves are held to ensure that there are adequate resources available to support insurance claims against the Council. The requirement for this reserve is closely linked to the claims profile of the Council and was assessed by the Council's actuary as part of the 2024/25 year-end closedown process.

c) General Directorate Reserves - £3.385m 2025/26 opening balance

There are a range of Directorate initiatives which span more than one financial year or for which funds have been budgeted but not yet utilised. The General Directorate Reserve will ensure that such initiatives can be completed.

The priority reserves within this category are:

a) Creating a Better Place Reserve

A report was presented to Cabinet on 28 March 2018 approving revenue resources to support the Creating a Better Place Programme. The balance held within this reserve supports the delivery of this programme.

b) 0-19 Rightstart Reserve

0-19 Services are managed within a Section 75 Framework Agreement. The reserve was established to fund the affordability gap upon cessation of the prior contractual arrangements and the transition to the Section 75 agreement and to provide resources whilst services are re-designed to be sustainable within the recurrent funding available.

d) Joint Fund Reserve - £4.555m 2025/26 opening balance

This reserve is hosted by the Council and is held to provide resources to support further integration between health and social care providers in line with Government policy and the local direction of travel. Any use of the fund must evidence clear value for money and demonstrate a return against any investment to maximise the value that can be realised from the fund. Recommendations on the use of the reserve will be made by the Executive Director Health and Care (Deputy Chief Executive) with approval made by the Chief Executive alongside the Council's Director of Finance.

It is important to note that the use of the funds must align to the legislative and local financial frameworks applicable to Oldham Council given that the reserve is held in the accounts of the Council.

Management of Reserves

Creation/ Decommissioning of Reserves

4.1 A list of areas / initiatives for which an additional reserve might be created or where an existing reserve might be increased in value will be presented to the Chief Executive and the Director of Finance for consideration before the year end. The approval or otherwise of the reserve requests will be considered on a case by case basis and in the context of the overall projected financial position of the Council. The recommended creation of reserves will be considered by the Director of Finance at the year end and action taken as appropriate.

4.2 The financial resilience of the Council is a major factor in budget setting and in the general consideration of the financial position of the Council. The level of reserves available to support the budget or specific initiatives plays an important part in determining the financial resilience of the Council. As such, the Director of Finance is able to decommission any reserves where it is deemed necessary to do so to support the Council in delivering a balanced budget.

Flexibility at the Year End

4.3 In addition, given the accelerated timeline for the closure of the accounts, decisions will need to be taken about the use and creation of reserves without the opportunity to formally report these to Management Board/Members in advance. Key issues arising in relation to reserves in such instances will be determined at the discretion of the Director of Finance and will be reported after the Council's accounts have closed.

5 Approval of the Use of the Reserves

5.1 To request the release of resources held within reserve, a Business Case must be completed detailing the reason for the use and benefits to the Council from using this source of funding. Each Business Case will be reviewed by the Chief Executive and the Director of Finance with a decision communicated to the requestor.

5.2 The use and creation of reserves in year will be incorporated into the revenue budget monitoring report which is discussed with the Deputy Leader and Cabinet Member for Finance, Corporate Services and Sustainability and presented to Cabinet for noting. At the end of the financial year, as advised at 4.3, there will be a requirement to allow the Director of Finance discretion to address reserve issues as deemed appropriate in the context of the overall financial position of the Council and included within the Council's outturn report to Cabinet for approval.

6 Other Key Reserves Matters

6.1 There is an accounting requirement to identify three separate reserves outside the scope of this policy:

a) **Schools Reserve** – this includes the balances held by mainstream Schools under the scheme of delegation. The use of these reserves is at the discretion of schools and as at 1 April 2025 £7.160m was held in reserves.

b) **Revenue Grants Reserve** – this represents income from grants received which have no conditions attached or where the conditions have been met but no expenditure has yet been incurred. Following the same process as Earmarked Reserves, the use of these reserves will be determined by the Chief Executive and the Director of Finance by way of Business Case. The balance held in this reserve at the start of the financial year was £2.210m.

c) Dedicated Schools Grant (DSG) Surplus Reserve – this reserve has been created following the issue of a Statutory Instrument with regard to the presentation of DSG resources arising from the increase in DSG deficits. It represents the underspend of DSG resources in 2022/23 and 2023/24. The reserve offsets the cumulative DSG deficit which is held in unusable reserves. The balance held in this reserve at the end of the financial year was £3.996m.

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Appendix 8

Proposed 2026/27 Fees & Charges Schedules

Fees & Charges

DESCRIPTION OF FEES	2025/26 Charges				PROPOSED 2026/27 Charges				NET VARIANCE FROM PREVIOUS YEAR	
	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
REGISTRARS, BIRTHS, DEATHS AND MARRIAGE DUTIES										
OPTIONAL SAME DAY CERTIFICATE SERVICE (24 hrs)	statutory TBC	N	0.00	statutory TBC	statutory TBC	N	0.00	statutory TBC		
	55.00	N	0.00	55.00	66.00	N	0.00	66.00	20.0%	11.00
CERTIFICATES										
• Birth, Death, Marriage, Civil Partnership - Issued on day	statutory TBC	N	0.00	statutory TBC	statutory TBC	N	0.00	statutory TBC		
NOTICE OF MARRIAGE OR CIVIL PARTNERSHIP										
• Notice of Marriage or Civil Partnership	statutory TBC	N	0.00	statutory TBC	statutory TBC	N	0.00	statutory TBC		
OTHER FEES										
• Locally authorised corrections on birth, marriage or death registration form	statutory TBC	N	0.00	statutory TBC	statutory TBC	N	0.00	statutory TBC		
• Corrections on birth, marriage or death registration forms requiring General Register Office (GRO) authorisation	statutory TBC	N	0.00	statutory TBC	statutory TBC	N	0.00	statutory TBC		
• Changing birth name within the first 12 months	statutory TBC	N	0.00	statutory TBC	statutory TBC	N	0.00	statutory TBC		
• Local clearance of foreign divorce	statutory TBC	N	0.00	statutory TBC	statutory TBC	N	0.00	statutory TBC		
• GRO clearance of foreign divorce	statutory TBC	N	0.00	statutory TBC	statutory TBC	N	0.00	statutory TBC		
• Application for waiver of statutory waiting period for marriage	statutory TBC	N	0.00	statutory TBC	statutory TBC	N	0.00	statutory TBC		
WEDDING AND FUNERALS AT EXTERNAL VENUES										
REGISTRAR FEES FOR WEDDINGS										
• Monday to Thursday	460.50	N	0.00	460.50	506.00	N	0.00	506.00	9.9%	45.50
• Fridays and Saturdays	475.00	N	0.00	475.00	522.00	N	0.00	522.00	9.9%	47.00
• Sundays and Bank Holidays	545.00	N	0.00	545.00	626.00	N	0.00	626.00	14.9%	81.00
REGISTRAR FEES FOR CIVIL FUNERALS										
• Civil Funeral	190.00	N	0.00	190.00	228.00	N	0.00	228.00	20.0%	38.00
• Civil Funeral for Still Births	No Charge	N	0.00	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	56.00	Y	11.20	67.20	56.00	Y	11.20	67.20	0.0%	0.00
REGISTER OFFICE CEREMONIES AT CHADDERTON TOWN HALL										
WEDDINGS / CIVIL CEREMONIES TUESDAY - THURSDAY										
• Register Office (party max 6)	statutory TBC	N	0.00	statutory TBC	statutory TBC	N	0.00	statutory TBC		
• Chadderton Town Hall - Green Room (max 20) - Monday to Thursday	133.33	Y	26.67	160.00	146.67	Y	29.33	176.00	10.0%	13.33
• Chadderton Town Hall - Oak Room (max 100)	195.00	Y	39.00	234.00	214.17	Y	42.83	257.00	9.8%	19.17
• Champagne Toast - Register Office (per person)	7.50	Y	1.50	9.00	7.50	Y	1.50	9.00	0.0%	0.00
WEDDINGS / CIVIL CEREMONIES FRIDAY & SATURDAY (AM)										
• Green Room (party max 20) Chadderton Town Hall	143.33	Y	28.67	172.00	157.50	Y	31.50	189.00	9.9%	14.17
• Oak Room – Former Council Chamber (party max 100) Chadderton Town Hall	221.67	Y	44.33	266.00	243.33	Y	48.67	292.00	9.8%	21.67
WEDDINGS / CIVIL CEREMONIES SATURDAY (PM)										
• Weddings at Chadderton Town Hall - Green or Oak Room	409.17	Y	81.83	491.00	470.00	Y	94.00	564.00	14.9%	60.83
• Civil Partnerships at Chadderton Town Hall - Green or Oak Room	409.17	Y	81.83	491.00	470.00	Y	94.00	564.00	14.9%	60.83
WEDDINGS / CIVIL CEREMONIES SUNDAYS AND BANK HOLIDAYS										
• Weddings at Chadderton Town Hall - Green or Oak Room	460.83	Y	92.17	553.00	552.50	Y	110.50	663.00	19.9%	91.67
• Civil Partnerships at Chadderton Town Hall - Green or Oak Room	460.83	Y	92.17	553.00	552.50	Y	110.50	663.00	19.9%	91.67

DESCRIPTION OF FEES	2025/26 Charges				PROPOSED 2026/27 Charges				NET VARIANCE FROM PREVIOUS YEAR	
	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
BABY NAMING CEREMONIES										
• Tuesday – Saturday am at Chadderton Town Hall	190.83	Y	38.17	229.00	219.17	Y	43.83	263.00	14.8%	28.33
• Saturday pm or External Venues	243.33	Y	48.67	292.00	279.17	Y	55.83	335.00	14.7%	35.83
• Sundays and Bank Holidays	322.50	Y	64.50	387.00	370.83	Y	74.17	445.00	15.0%	48.33
REAFFIRMATION OF VOWS										
• Tuesday – Saturday am at Chadderton Town Hall	190.83	Y	38.17	229.00	219.17	Y	43.83	263.00	14.8%	28.33
• Saturday pm or External Venues	243.33	Y	48.67	292.00	279.17	Y	55.83	335.00	14.7%	35.83
• Sundays and Bank Holidays	322.50	Y	64.50	387.00	370.83	Y	74.17	445.00	15.0%	48.33
Special day package mon-Sat	643.33	Y	128.67	772.00	739.17	Y	147.83	887.00	14.9%	95.83
Special day package Sunday/Bank Holiday	774.17	Y	154.83	929.00	890.00	Y	178.00	1,068.00	15.0%	115.83
NON - LEGAL PACKAGE										
• Tuesday – Saturday	535.83	Y	107.17	643.00	615.83	Y	123.17	739.00	14.9%	80.00
• Sundays and Bank Holidays	645.83	Y	129.17	775.00	742.50	Y	148.50	891.00	15.0%	96.67
CITIZENSHIP CEREMONIES										
• Individual Citizenship Ceremonies	119.17	Y	23.83	143.00	136.67	Y	27.33	164.00	14.7%	17.50
• Public Citizenship Ceremonies	statutory TBC	N	0.00	statutory TBC	statutory TBC	N	0.00	statutory TBC		
LIBRARIES, LEISURE AND CULTURE										
LIBRARY CARD										
• Adults	2.40	N	0.00	2.40	2.75	N	0.00	2.75	14.6%	0.35
• Concession	1.10	N	0.00	1.10	1.25	N	0.00	1.25	13.6%	0.15
• Book Reservations	FREE	N	0.00	0.00	FREE	N	0.00	0.00	N/A	N/A
• Loan of Music Score	52.00	N	0.00	52.00	57.00	N	0.00	57.00	9.6%	5.00
• Loan of Play Sets	21.00	N	0.00	21.00	25.00	N	0.00	25.00	19.0%	4.00
PHOTOCOPYING AND PRINTING										
• A4 B&W	0.20	N	0.00	0.20	0.25	N	0.00	0.25	25.0%	0.05
• A4 Colour	1.00	N	0.00	1.00	1.50	N	0.00	1.50	50.0%	0.50
• A3 B&W	0.30	N	0.00	0.30	0.50	N	0.00	0.50	66.7%	0.20
• A3 Colour	1.50	N	0.00	1.50	2.25	N	0.00	2.25	50.0%	0.75
FAX										
• Send - All £1.00 first sheet, 0.50p per subsequent sheet	1.20	N	0.00	1.20	1.50	N	0.00	1.50	25.0%	0.30
• Receive - All	1.20	N	0.00	1.20	1.50	N	0.00	1.50	25.0%	0.30
LIBRARIES ROOM HIRE										
• Performance Space Oldham Library	30.00	N	0.00	30.00	35.00	N	0.00	35.00	16.7%	5.00
• Meeting Rooms	15.00	N	0.00	15.00	17.50	N	0.00	17.50	16.7%	2.50
• Sensory Room - Public bookings for half an hour slot	3.50	N	0.00	3.50	4.50	N	0.00	4.50	28.6%	1.00
• Sensory Room - Themed session - price per child attending	3.50	N	0.00	3.50	4.50	N	0.00	4.50	28.6%	1.00
• Sensory Room - Group bookings for one hour slots	12.50	N	0.00	12.50	15.00	N	0.00	15.00	20.0%	2.50
• Sensory Room - Book Bag Session	36.50	N	0.00	36.50	41.00	N	0.00	41.00	12.3%	4.50
• Sensory Room - Schools and private settings annual subscription offer- includes two sessions per month, incorporating two book bag sessions	260.00	N	0.00	260.00	300.00	N	0.00	300.00	15.4%	40.00
FINES										
• Books, DVDs, CD ROMS per day	No Charge	N			No Charge	N				

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OLDHAM THEATRE WORKSHOP										
ACTING & DEVISING WORKSHOP										
• In Oldham	68.00	N	0.00	68.00	75.00	N	0.00	75.00	10.3%	7.00
• In Oldham (concession)	36.00	N	0.00	36.00	40.00	N	0.00	40.00	11.1%	4.00
• Outside Oldham	88.00	N	0.00	88.00	100.00	N	0.00	100.00	13.6%	12.00
• Outside Oldham (concession)	47.00	N	0.00	47.00	52.00	N	0.00	52.00	10.6%	5.00
CREATE A PERFORMANCE										
• In Oldham	90.00	N	0.00	90.00	100.00	N	0.00	100.00	11.1%	10.00
• In Oldham on benefit	44.00	N	0.00	44.00	50.00	N	0.00	50.00	13.6%	6.00
• Outside Oldham	113.00	N	0.00	113.00	125.00	N	0.00	125.00	10.6%	12.00
• Outside Oldham on benefit	61.00	N	0.00	61.00	70.00	N	0.00	70.00	14.8%	9.00
IMAGINEERS										
• In Oldham	59.00	N	0.00	59.00	65.00	N	0.00	65.00	10.2%	6.00
• In Oldham on benefit	30.00	N	0.00	30.00	35.00	N	0.00	35.00	16.7%	5.00
• Outside Oldham	79.00	N	0.00	79.00	90.00	N	0.00	90.00	13.9%	11.00
• Outside Oldham on benefit	39.00	N	0.00	39.00	45.00	N	0.00	45.00	15.4%	6.00
SHOW (SUMMER AND CHRISTMAS)										
• In Oldham	131.00	N	0.00	131.00	150.00	N	0.00	150.00	14.5%	19.00
• In Oldham on benefit	65.00	N	0.00	65.00	75.00	N	0.00	75.00	15.4%	10.00
• Outside Oldham	153.00	N	0.00	153.00	170.00	N	0.00	170.00	11.1%	17.00
• Outside Oldham on benefit	76.00	N	0.00	76.00	85.00	N	0.00	85.00	11.8%	9.00
SHOW (SUMMER SMALLER SHOW)										
• In Oldham	110.00	N	0.00	110.00	121.00	N	0.00	121.00	10.0%	11.00
• In Oldham on benefit	57.00	N	0.00	57.00	65.00	N	0.00	65.00	14.0%	8.00
• Outside Oldham	123.00	N	0.00	123.00	135.00	N	0.00	135.00	9.8%	12.00
• Outside Oldham on benefit	64.00	N	0.00	64.00	70.00	N	0.00	70.00	9.4%	6.00
• Summer Holiday Show in a Week one price for all	90.00	N	0.00	90.00	100.00	N	0.00	100.00	11.1%	10.00
• Actors House - Once a year one price for all	39.00	N	0.00	39.00	45.00	N	0.00	45.00	15.4%	6.00
• Making Trails	39.00	N	0.00	39.00	45.00	N	0.00	45.00	15.4%	6.00
• Adult Group	39.00	N	0.00	39.00	45.00	N	0.00	45.00	15.4%	6.00
SHOW TICKET PRICE										
• Full price	11.20	N	0.00	11.20	12.50	N	0.00	12.50	11.6%	1.30
• Concession Price	9.00	N	0.00	9.00	10.00	N	0.00	10.00	11.1%	1.00
Small show full price	10.10	N	0.00	10.10	11.50	N	0.00	11.50	13.9%	1.40
Small show concession price	7.90	N	0.00	7.90	9.00	N	0.00	9.00	13.9%	1.10
One price shows	9.00	N	0.00	9.00	10.00	N	0.00	10.00	11.1%	1.00
LOCAL STUDIES & ARCHIVES										
LOCAL STUDIES LIBRARY										
• Microfiche (printing microfiche is charged at same cost as photocopying)	0.20	N	0.00	0.20	0.25	N	0.00	0.25	25.0%	0.10 - 0.10
• Use of Digital Camera (per half day)	6.00	N	0.00	6.00	7.50	N	0.00	7.50	25.0%	0.60 - 0.60
• Lectures	37.50	N	0.00	37.50	41.20	N	0.00	41.20	9.9%	3.70
• Research	07.50 - 43.00	N	0.00	07.50 - 43.00	8.25 - 47.30	N	0.00	8.25 - 47.30	10.0%	0.75 - 4.30
• Copies of photographs	5.20	N	0.00	5.20	5.70	N	0.00	5.70	9.6%	0.50
REPRODUCTION										
• Books, periodicals, e-books, CD-Roms	36.00 - 150.00	N	0.00	36.00 - 150.00	39.00 - 165.00	N	0.00	39.00 - 165.00	8.3%	3.00 - 15.00
• Presentations and internal reports	74.00 - 150.00	N	0.00	74.00 - 150.00	81.00 - 165.00	N	0.00	81.00 - 165.00	9.5%	7.00 - 15.00
• Advertising in newspapers and periodicals	74.00 - 150.00	N	0.00	74.00 - 150.00	81.00 - 165.00	N	0.00	81.00 - 165.00	9.5%	7.00 - 15.00
• Advertising on Television	229.00 - 403.00	N	0.00	229.00 - 403.00	251.00 - 444.00	N	0.00	251.00 - 444.00	9.6%	22.00 - 41.00
• Television, Videos, DVD's and films	80.00 - 460.00	N	0.00	80.00 - 460.00	88.00 - 506.00	N	0.00	88.00 - 506.00	10.0%	8.00 - 46.00
• Exhibitions	75.00	N	0.00	75.00	82.50	N	0.00	82.50	10.0%	7.50
• Interior Decoration of commercial premises	75.00	N	0.00	75.00	82.50	N	0.00	82.50	10.0%	7.50

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OLDHAM GALLERY										
OLDHAM GALLERY ROOM HIRE										
• Education Suite Per hour	30.00	N	0.00	30.00	33.00	N	0.00	33.00	10.0%	3.00
• Education Suite - Out of Hours	price on Arrangement	N	0.00	0.00	price on Arrangement	N	0.00	0.00	N/A	N/A
• Gallery Per Hour	price on Arrangement	N	0.00	0.00	price on Arrangement	N	0.00	0.00	N/A	N/A
• All Gallery	price on Arrangement	N	0.00	0.00	price on Arrangement	N	0.00	0.00	N/A	N/A
GALLERY OLDHAM LEARNING ACTIVITIES										
• School's workshop	120.00	N	0.00	120.00	132.00	N	0.00	132.00	10.0%	12.00
• Go Explorers (toddlers sessions) - child charge	4.10	N	0.00	4.10	4.50	N	0.00	4.50	9.8%	0.40
• Adult Art & Craft class	24.00	N	0.00	24.00	26.00	N	0.00	26.00	8.3%	2.00
• Small Cinema ticket	3.00	N	0.00	3.00	3.30	N	0.00	3.30	10.0%	0.30
• Loan Boxes	60.00	N	0.00	60.00	66.00	N	0.00	66.00	10.0%	6.00
REVENUES & BENEFITS										
• Court Summons Council Tax	89.00	N	0.00	89.00	89.00	N	0.00	89.00	0.0%	0.00
• Court Summons NNDR	109.00	N	0.00	109.00	109.00	N	0.00	109.00	0.0%	0.00
MUSIC CENTRE										
MUSIC CENTRE ACTIVITIES										
(Membership Fees - Academic year charges Sepember to August annually)										
• Tuition Fees per term	59.00	N	0.00	59.00	61.00	N	0.00	61.00	3.4%	2.00
• Tuition Fees Additional siblings per term	49.00	N	0.00	49.00	50.00	N	0.00	50.00	2.0%	1.00
• Tuition Fees Pre-school per term	66.00	N	0.00	66.00	68.00	N	0.00	68.00	3.0%	2.00
• Tuition Fees Adults per term	69.00	N	0.00	69.00	71.00	N	0.00	71.00	2.9%	2.00
• Tuition Fees Additional Groups per term	69.00	N	0.00	69.00	71.00	N	0.00	71.00	2.9%	2.00
• Letting of rooms (public) per hour per term	65.00	N	0.00	65.00	67.00	N	0.00	67.00	3.1%	2.00
• Letting of rooms (exam board) per day per term	225.00	N	0.00	225.00	234.00	N	0.00	234.00	4.0%	9.00
SERVICES DELIVERED IN SCHOOLS										
(Academic year charges Sepember to August annually)										
• Whole Class Instrumental Tuition (WCIT)	3,025.00	N	0.00	3,025.00	3,146.00	N	0.00	3,146.00	4.0%	121.00
• Ongoing Opportunities (first 30 mins)	FREE	N	0.00	0.00	FREE	N	0.00	0.00	N/A	N/A
• Ongoing Opportunities (additional 30 min blocks)	1,275.00	N	0.00	1,275.00	1,326.00	N	0.00	1,326.00	4.0%	51.00
• Hands and Voices	2,539.00	N	0.00	2,539.00	2,640.00	N	0.00	2,640.00	4.0%	101.00
• Tune-in to Talking	2,539.00	N	0.00	2,539.00	2,640.00	N	0.00	2,640.00	4.0%	101.00
• Music Therapy	2,539.00	N	0.00	2,539.00	2,640.00	N	0.00	2,640.00	4.0%	101.00
• Pre-WCIT Class Music	2,539.00	N	0.00	2,539.00	2,640.00	N	0.00	2,640.00	4.0%	101.00
• Curriculum KS2 Class Music	2,539.00	N	0.00	2,539.00	2,640.00	N	0.00	2,640.00	4.0%	101.00
• Musical Beginnings (pre-school music classes)	2,539.00	N	0.00	2,539.00	2,640.00	N	0.00	2,640.00	4.0%	101.00
• Choir/Band/Ensemble rehearsals	2,539.00	N	0.00	2,539.00	2,640.00	N	0.00	2,640.00	4.0%	101.00
• Small Group instrumental/vocal tuition	2,539.00	N	0.00	2,539.00	2,640.00	N	0.00	2,640.00	4.0%	101.00

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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	496.00	N	0.00	496.00	545.00	N	0.00	545.00	9.9%	49.00
• Environmental Education Course fee per group excludes transport to/ from centre per half	372.00	N	0.00	372.00	409.00	N	0.00	409.00	9.9%	37.00
• Outdoor Education activities per instructor includes equipment & minibus to/from & during activities per day	282.00	N	0.00	282.00	350.00	N	0.00	350.00	24.1%	68.00
• Outdoor Education activities per instructor includes equipment & minibus to/from & during activities per half day	212.00	N	0.00	212.00	235.00	N	0.00	235.00	10.8%	23.00
• Use of minibus by groups for activities not associated with the Service	101.00	N	0.00	101.00	111.00	N	0.00	111.00	9.9%	10.00
OTHER GROUPS INCLUDING ACADEMIES WITHOUT SLA'S										0.00
• Environmental Education Course fee per group excludes transport to/ from centre per day	548.00	Y	109.60	657.60	602.00	Y	120.40	722.40	9.9%	54.00
• Outdoor Education activities per instructor includes equipment & minibus during activities but excludes transport to/ from Centre per day	424.00	Y	84.80	508.80	436.00	Y	87.20	523.20	2.8%	12.00
• Outdoor Education activities per instructor includes equipment & minibus during activities but excludes transport to/ from Centre per half day	318.00	Y	63.60	381.60	327.00	Y	65.40	392.40	2.8%	9.00
RESIDENTIAL CHARGES PER PERSON PER NIGHT										
OLDHAM SCHOOLS, ACADEMIES WITH SLA'S & IYS										
• Castleshaw Primary pupil accommodation	6.50	Y	1.30	7.80	7.50	Y	1.50	9.00	15.4%	1.00
• Castleshaw Secondary pupil accommodation	10.20	Y	2.04	12.24	11.50	Y	2.30	13.80	12.7%	1.30
• Castleshaw Adult accommodation	13.00	Y	2.60	15.60	14.50	Y	2.90	17.40	11.5%	1.50
• Castleshaw Laundry	3.60	Y	0.72	4.32	4.00	Y	0.80	4.80	11.1%	0.40
• Castleshaw Camping - Per Person, Per night	6.10	Y	1.22	7.32	7.00	Y	1.40	8.40	14.8%	0.90
OTHER GROUPS INCLUDING ACADEMIES WITHOUT SLA'S										0.00
• Castleshaw - Under 12 years accommodation	10.60	Y	2.12	12.72	12.50	Y	2.50	15.00	17.9%	1.90
• Castleshaw - Under 16 years accommodation	12.40	Y	2.48	14.88	14.00	Y	2.80	16.80	12.9%	1.60
• Castleshaw - Adult accommodation	17.60	Y	3.52	21.12	20.00	Y	4.00	24.00	13.6%	2.40
• Castleshaw Laundry	3.60	Y	0.72	4.32	4.00	Y	0.80	4.80	11.1%	0.40
• Castleshaw Camping - Per Person, Per night	6.10	Y	1.22	7.32	7.00	Y	1.40	8.40	14.8%	0.90
CATERING PER PERSON										
OLDHAM SCHOOLS, ACADEMIES WITH SLA'S & IYS										
• Castleshaw Breakfast - Under 12 years	3.70	N	0.00	3.70	4.25	N	0.00	4.25	14.9%	0.55
• Castleshaw Cooked Breakfast - Under 12 years - New	4.35	N	0.00	4.35	5.00	N	0.00	5.00	14.9%	0.65
• Castleshaw Packed lunch - Under 12 years	5.20	N	0.00	5.20	6.00	N	0.00	6.00	15.4%	0.80
• Castleshaw Evening meal - Under 12 years	6.20	N	0.00	6.20	7.00	N	0.00	7.00	12.9%	0.80
• Castleshaw Breakfast - Under 16 years	4.40	N	0.00	4.40	5.00	N	0.00	5.00	13.6%	0.60
• Castleshaw Cooked Breakfast - Under 16 years - New	5.35	N	0.00	5.35	6.00	N	0.00	6.00	12.1%	0.65
• Castleshaw Packed lunch - Under 16 years	5.60	N	0.00	5.60	6.50	N	0.00	6.50	16.1%	0.90
• Castleshaw Evening meal - Under 16 years	6.50	N	0.00	6.50	7.50	N	0.00	7.50	15.4%	1.00
• Castleshaw Breakfast - Adult	5.35	N	0.00	5.35	6.00	N	0.00	6.00	12.1%	0.65
• Castleshaw Cooked Breakfast - Adult - New	6.65	N	0.00	6.65	7.50	N	0.00	7.50	12.8%	0.85
• Castleshaw Packed lunch - Adult	6.50	N	0.00	6.50	7.50	N	0.00	7.50	15.4%	1.00
• Castleshaw Evening meal - Adult	9.50	N	0.00	9.50	10.50	N	0.00	10.50	10.5%	1.00

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OTHER GROUPS INCLUDING ACADEMIES WITHOUT SLA'S										
• Castleshaw Breakfast - Under 12 years	3.70	Y	0.74	4.44	4.25	Y	0.85	5.10	14.9%	0.55
• Castleshaw Cooked Breakfast - Under 12 years - New	4.35	Y	0.87	5.22	5.00	Y	1.00	6.00	14.9%	0.65
• Castleshaw Packed lunch - Under 12 years	5.20	Y	1.04	6.24	6.00	Y	1.20	7.20	15.4%	0.80
• Castleshaw Evening meal - Under 12 years	6.20	Y	1.24	7.44	7.00	Y	1.40	8.40	12.9%	0.80
• Castleshaw Breakfast - Under 16 years	4.40	Y	0.88	5.28	5.00	Y	1.00	6.00	13.6%	0.60
• Castleshaw Cooked Breakfast - Under 16 years - New	5.35	Y	1.07	6.42	6.00	Y	1.20	7.20	12.1%	0.65
• Castleshaw Packed lunch - Under 16 years	5.60	Y	1.12	6.72	6.50	Y	1.30	7.80	16.1%	0.90
• Castleshaw Evening meal - Under 16 years	6.50	Y	1.30	7.80	7.50	Y	1.50	9.00	15.4%	1.00
• Castleshaw Breakfast - Adult	5.35	Y	1.07	6.42	6.00	Y	1.20	7.20	12.1%	0.65
• Castleshaw Cooked Breakfast - Adult - New	6.65	Y	1.33	7.98	7.50	Y	1.50	9.00	12.8%	0.85
• Castleshaw Packed lunch - Adult	6.50	Y	1.30	7.80	7.50	Y	1.50	9.00	15.4%	1.00
• Castleshaw Evening meal - Adult	9.50	Y	1.90	11.40	10.50	Y	2.10	12.60	10.5%	1.00
• Castleshaw Cooked lunch (if available) - Adult	9.50	Y	1.90	11.40	10.50	Y	2.10	12.60	10.5%	1.00
VARIOUS OTHER CHARGES										
OLDHAM SCHOOLS, ACADEMIES WITH SLA'S & IYS										
• Castleshaw - Daily hire of centre	291.70	N	0.00	291.70	350.00	N	0.00	350.00	20.0%	58.30
• Castleshaw - meeting room hire per half day	87.40	N	0.00	87.40	100.00	N	0.00	100.00	14.4%	12.60
• Castleshaw - meeting room hire per day	175.00	N	0.00	175.00	195.00	N	0.00	195.00	11.4%	20.00
• Castleshaw - yurt hire per half day	87.40	N	0.00	87.40	100.00	N	0.00	100.00	14.4%	12.60
• Castleshaw - yurt hire per day	175.00	N	0.00	175.00	195.00	N	0.00	195.00	11.4%	20.00
• Under occupancy	6.50	N	0.00	6.50	8.00	N	0.00	8.00	23.1%	1.50
• Castleshaw Refreshments	3.60	N	0.00	3.60	4.00	N	0.00	4.00	11.1%	0.40
• Transport	296.60	N	0.00	296.60	330.00	N	0.00	330.00	11.3%	33.40
OTHER GROUPS INCLUDING ACADEMIES WITHOUT SLA'S										
• Castleshaw - Daily hire of centre	291.70	Y	58.34	350.04	350.00	Y	70.00	420.00	20.0%	58.30
• Castleshaw - meeting room hire per half day	87.40	Y	17.48	104.88	100.00	Y	20.00	120.00	14.4%	12.60
• Castleshaw - meeting room hire per day	175.00	Y	35.00	210.00	195.00	Y	39.00	234.00	11.4%	20.00
• Castleshaw - yurt hire per half day	87.40	Y	17.48	104.88	100.00	Y	20.00	120.00	14.4%	12.60
• Castleshaw - yurt hire per day	175.00	Y	35.00	210.00	195.00	Y	39.00	234.00	11.4%	20.00
• Under occupancy	10.60	Y	2.12	12.72	12.00	Y	2.40	14.40	13.2%	1.40
• Castleshaw booking deposit	187.50	Y	37.50	225.00	210.00	Y	42.00	252.00	12.0%	22.50
• Castleshaw Refreshments	3.60	Y	0.72	4.32	4.00	Y	0.80	4.80	11.1%	0.40
• Transport	362.60	N	0.00	362.60	400.00	N	0.00	400.00	10.3%	37.40
SCHOOL SWIMMING SERVICE			0.00							
• Swimming session - 30 minutes per week x 38 weeks	3,366.40	N	0.00	3,366.40	3,703.00	N	0.00	3,703.00	10.0%	336.60
STUDY SUPPORT										
• Schools Linking Project Core Offer April - March	1,875.90	N	0.00	1,875.90	2,063.40	N	0.00	2,063.40	10.0%	187.50
Children University Annual Membership Fee September - July										
• Primary School	495.20	N	0.00	495.20	544.70	N	0.00	544.70	10.0%	49.50
• Secondary School	687.80	N	0.00	687.80	756.50	N	0.00	756.50	10.0%	68.70
Laticzone Alternative Provision										
• 1-1 Provision per student per day	281.30	Y	56.26	337.56	309.40	Y	61.88	371.28	10.0%	28.10
• Group of 4 (Charge per student per day)	141.20	Y	28.24	169.44	155.30	Y	31.06	186.36	10.0%	14.10

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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			FREE	N		FREE	N/A	N/A
• Get Oldham Working - A range of free courses are available for eligible learners	FREE	N			FREE	N		FREE	N/A	N/A
• Adult Education Budget (AEB) classes per hour	3.80	N	0.00	3.80	4.10	N	0.00	4.10	7.9%	0.30
• Concessionary fee for Adult Education Budget (AEB)	FREE	N			FREE	N		FREE	N/A	N/A
• Skills for Life - English and Maths, Family Learning & Digital Skills	FREE	N			FREE	N		FREE	N/A	N/A
ACCREDITATION FEES - ALL PAYABLE AT ENROLMENT										
• Full fee	Actual awarding body Charge	N			Actual awarding body Charge	N		Actual awarding body Charge	N/A	N/A
• Concessionary fee	FREE	N			FREE	N		FREE	N/A	N/A
NON-GREATER MANCHESTER RESIDENTS										
• Full fee	prices on application	N			prices on application	N		prices on application	N/A	N/A
ROOM HIRE: INDIVIDUALS AND EXTERNAL SERVICES										
• Weekdays (per hour)	29.30	N	0.00	29.30	32.20	N	0.00	32.20	9.9%	2.90
• Specialist space hire i.e. I.T Rooms (per hour)	36.30	N	0.00	36.30	39.90	N	0.00	39.90	9.9%	3.60
ADULT SOCIAL CARE - PROTECTION OF PROPERTY										
• Admin fee with property search	694.40	N	0.00	694.40	763.80	N	0.00	763.80	10.0%	153.00
• Admin fee without property search	387.60	N	0.00	387.60	426.30	N	0.00	426.30	10.0%	85.23
• Burial/cremation	Cost of service	N	0.00	0.00	Cost of service	N	0.00	0.00	N/A	N/A
• Administration fee (per hour)	21.90	N	0.00	21.90	24.00	N	0.00	24.00	9.6%	4.62
• Storage of property less than 28 days	FREE	N	0.00	0.00	FREE	N	0.00	0.00	N/A	N/A
• Storage of property over 28 days (per month)	74.80	N	0.00	74.80	82.20	N	0.00	82.20	9.9%	16.33
• Deferred Payment Agreement set up fee	659.90	N	0.00	659.90	725.80	N	0.00	725.80	10.0%	145.37
• Deferred Payment Annual Fee	318.30	N	0.00	318.30	350.10	N	0.00	350.10	10.0%	70.11
• Deferred Payment Closure Fee	146.80	N	0.00	146.80	161.40	N	0.00	161.40	9.9%	32.18
• Appointeeship Charges - Residential	6.00	N	0.00	6.00	6.60	N	0.00	6.60	10.0%	1.22
• Appointeeship Charges - Community	12.20	N	0.00	12.20	13.40	N	0.00	13.40	9.8%	2.64

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ADULT SOCIAL CARE - HOUSING AND CARE										
• New Health and Well-Being Charge in Extra Care Housing (per week)	Actual cost of Provision	N			Actual cost of Provision	N			N/A	N/A
• Helpline services (per week) - Silver	6.88	N	0.00	6.88	7.50	N	0.00	7.50	9.0%	1.45
• Helpline services (per week) - Gold	8.13	N	0.00	8.13	8.90	N	0.00	8.90	9.5%	1.75
• Housing 21 Helpline services (per week) - Silver	4.20	N	0.00	4.20	4.60	N	0.00	4.60	9.5%	0.75
• Housing 21 Helpline services (per week) - Gold	6.10	N	0.00	6.10	6.70	N	0.00	6.70	9.8%	1.20
• Installing Helpline	49.90	N	0.00	49.90	54.80	N	0.00	54.80	9.8%	10.80
• Installing a Keysafe	81.10	N	0.00	81.10	89.20	N	0.00	89.20	10.0%	17.70
• Installing Helpline and a Keysafe	118.70	N	0.00	118.70	130.50	N	0.00	130.50	9.9%	26.00
• Assistive Technology per item per week	1.10	N	0.00	1.10	1.20	N	0.00	1.20	9.1%	0.10
• Pill Dispenser (lost or damaged)	187.50	N	0.00	187.50	206.20	N	0.00	206.20	10.0%	41.20
• Lost or Missing Equipment	dependent on equipment	N	0.00	0.00	dependent on equipment	N	0.00	0.00	N/A	N/A
• SIM Card Charges (£3.50 per month)					42.00	N	0.00	42.00	N/a	New
COURT OF PROTECTION FEES										
• Work up to First Order	statutory TBC	N	0.00	statutory TBC	statutory TBC	N	0.00	statutory TBC		
• Lodgement of Account	statutory TBC	N	0.00	statutory TBC	statutory TBC	N	0.00	statutory TBC		
• General working first year (assets over £16K)	statutory TBC	N	0.00	statutory TBC	statutory TBC	N	0.00	statutory TBC		
• General work in any subsequent year (assets over £16K)	statutory TBC	N	0.00	statutory TBC	statutory TBC	N	0.00	statutory TBC		
• Subsequent year - Assets over £16K (3.5% of balance)	statutory TBC	N	0.00	statutory TBC	statutory TBC	N	0.00	statutory TBC		
• Annual property management fee	statutory TBC	N	0.00	statutory TBC	statutory TBC	N	0.00	statutory TBC		
• Preparation of a basic HMRC tax return on behalf of the client	statutory TBC	N	0.00	statutory TBC	statutory TBC	N	0.00	statutory TBC		
• Preparation of a complex HMRC tax return on behalf of the client	statutory TBC	N	0.00	statutory TBC	statutory TBC	N	0.00	statutory TBC		
• Travel Rates - deputy visits to client @ £40 per hour	statutory TBC	N	0.00	statutory TBC	statutory TBC	N	0.00	statutory TBC		

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FACILITIES MANAGEMENT										
CHADDERTON TOWN HALL (External Enquiries)										
• 3 hours (Minimum)	400.00	N	0.00	400.00	450.00	N	0.00	450.00	12.5%	50.00
• 4 hours	500.00	N	0.00	500.00	550.00	N	0.00	550.00	10.0%	50.00
• 5 hours	600.00	N	0.00	600.00	660.00	N	0.00	660.00	10.0%	60.00
• 6 hours	700.00	N	0.00	700.00	770.00	N	0.00	770.00	10.0%	70.00
• 7 hours	800.00	N	0.00	800.00	880.00	N	0.00	880.00	10.0%	80.00
• Additional Hours	100.00	N	0.00	100.00	125.00	N	0.00	125.00	25.0%	25.00
Registered Charity / Community Group (Booking Discount)	up to 20% depending on event and enquiry									
CHADDERTON TOWN HALL (0900-1700 Mon-Fri meeting room internal)										
• 1 Hour	45.00	N	0.00	45.00	50.00	N	0.00	50.00	11.1%	5.00
• 2 hours	90.00	N	0.00	90.00	100.00	N	0.00	100.00	11.1%	10.00
• 3 Hours	135.00	N	0.00	135.00	150.00	N	0.00	150.00	11.1%	15.00
• 4 hours	180.00	N	0.00	180.00	200.00	N	0.00	200.00	11.1%	20.00
• 5 Hours	225.00	N	0.00	225.00	250.00	N	0.00	250.00	11.1%	25.00
• Additional Hours	45.00	N	0.00	45.00	50.00	N	0.00	50.00	11.1%	5.00
FAILSWORTH TOWN HALL: FUNCTION ROOM (External Enquiries)										
• 3 hours (Minimum)	320.00	N	0.00	320.00	355.00	N	0.00	355.00	10.9%	35.00
• 4 hours	400.00	N	0.00	400.00	440.00	N	0.00	440.00	10.0%	40.00
• 5 hours	480.00	N	0.00	480.00	530.00	N	0.00	530.00	10.4%	50.00
• 6 hours	560.00	N	0.00	560.00	620.00	N	0.00	620.00	10.7%	60.00
• 7 hours	640.00	N	0.00	640.00	705.00	N	0.00	705.00	10.2%	65.00
• Additional Hours	80.00	N	0.00	80.00	90.00	N	0.00	90.00	12.5%	10.00
Registered Charity / Community Group (Booking Discount)	up to 20% depending on event and enquiry									
FAILSWORTH TOWN HALL (FUNCTION ROOM) - Internal Meetings										
• 1 Hour	42.00	N	0.00	42.00	47.50	N	0.00	47.50	13.1%	5.50
• 2 hours	84.00	N	0.00	84.00	95.00	N	0.00	95.00	13.1%	11.00
• 3 Hours	126.00	N	0.00	126.00	140.00	N	0.00	140.00	11.1%	14.00
• 4 hours	168.00	N	0.00	168.00	195.00	N	0.00	195.00	16.1%	27.00
• 5 Hours	210.00	N	0.00	210.00	235.00	N	0.00	235.00	11.9%	25.00
• Additional Hours	42.00	N	0.00	42.00	47.50	N	0.00	47.50	13.1%	5.50
FAILSWORTH TOWN HALL (Meeting room 1&2) - Internal Meetings										
• 1 Hour	26.00	N	0.00	26.00	30.00	N	0.00	30.00	15.4%	4.00
• 2 hours	52.00	N	0.00	52.00	58.00	N	0.00	58.00	11.5%	6.00
• 3 Hours	78.00	N	0.00	78.00	87.50	N	0.00	87.50	12.2%	9.50
• 4 hours	104.00	N	0.00	104.00	115.00	N	0.00	115.00	10.6%	11.00
• 5 Hours	130.00	N	0.00	130.00	142.50	N	0.00	142.50	9.6%	12.50
• Additional Hours	26.00	N	0.00	26.00	30.00	N	0.00	30.00	15.4%	4.00
External Enquires - rental fee upon request										
Registered Charity / Community Group (Booking Discount)	up to 20% depending on event and enquiry									

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ROYTON TOWN HALL (FUNCTION ROOM)										
• 1 Hour	42.00	N	0.00	42.00	47.50	N	0.00	47.50	13.1%	5.50
• 2 hours	84.00	N	0.00	84.00	95.00	N	0.00	95.00	13.1%	11.00
• 3 Hours	126.00	N	0.00	126.00	140.00	N	0.00	140.00	11.1%	14.00
• 4 hours	168.00	N	0.00	168.00	185.00	N	0.00	185.00	10.1%	17.00
• 5 Hours	210.00	N	0.00	210.00	235.00	N	0.00	235.00	11.9%	25.00
• Additional Hours	42.00	N	0.00	42.00	47.50	N	0.00	47.50	13.1%	5.50
External Enquires - rental fee upon request										
Registered Charity / Community Group (Booking Discount)	up to 20% depending on event and enquiry									
• 1 Hour	26.00	N	0.00	26.00	30.00	N	0.00	30.00	15.4%	4.00
• 2 hours	52.00	N	0.00	52.00	58.00	N	0.00	58.00	11.5%	6.00
• 3 Hours	78.00	N	0.00	78.00	87.50	N	0.00	87.50	12.2%	9.50
• 4 hours	104.00	N	0.00	104.00	115.00	N	0.00	115.00	10.6%	11.00
• 5 Hours	130.00	N	0.00	130.00	142.50	N	0.00	142.50	9.6%	12.50
• Additional Hours	26.00	N	0.00	26.00	30.00	N	0.00	30.00	15.4%	4.00
External Enquires - rental fee upon request										
Registered Charity / Community Group (Booking Discount)	up to 20% depending on event and enquiry									
Stewards (Hourly Charge) - minimum 4 hours	18.00	N	0.00	18.00	20.00	N	0.00	20.00	11.1%	2.00
QUEEN ELIZABETH HALL - CLOSED 31 JANUARY 2026										
The Loom Event Space	Bookings on Enquiry									
LINK CENTRE ROOM HIRE										
TANDLEHILL SUITE (PER HOUR)										
• Weekdays 8:30 -17:00	24.90	N	0.00	24.90	30.00	N	0.00	30.00	20.5%	5.10
Registered Charity / Community Group (Booking Discount)	up to 20% depending on event and enquiry									
ALEXANDRE SUITE (PER HOUR)										
• Weekdays 8:30 -17:00	24.90	N	0.00	24.90	28.00	N	0.00	28.00	12.4%	3.10
Registered Charity / Community Group (Booking Discount)	up to 20% depending on event and enquiry									
FOXDENTON SUITE - (PER HOUR)										
• Weekdays 8:30 -17:00	49.90	N	0.00	49.90	55.00	N	0.00	55.00	10.2%	5.10
Registered Charity / Community Group (Booking Discount)	up to 20% depending on event and enquiry									
STONELEIGH SUITE (PER HOUR)										
• Weekdays 8:30 -17:00	9.30	N	0.00	9.30	11.00	N	0.00	11.00	18.3%	1.70
Registered Charity / Community Group (Booking Discount)	up to 20% depending on event and enquiry									
OFFICE AND ROOM LETTINGS										
HONEYWELL CENTRE - COMMERCIAL RATES PER HOUR										
• Hall - Falmouth Suite	50.00	N	0.00	50.00	55.00	N	0.00	55.00	10.0%	5.00
• Youth Wing - Borough Suite	30.00	N	0.00	30.00	33.00	N	0.00	33.00	10.0%	3.00
• Community Room 1 - Castle1	20.00	N	0.00	20.00	22.00	N	0.00	22.00	10.0%	2.00
• Community Room 2 - Castle 2	20.00	N	0.00	20.00	22.00	N	0.00	22.00	10.0%	2.00
• Studio 2 - Bell Suite	30.00	N	0.00	30.00	33.00	N	0.00	33.00	10.0%	3.00
• Fitness/Dance Studio	10.00	N	0.00	10.00	11.00	N	0.00	11.00	10.0%	1.00
• Borough Room 2	10.00	N	0.00	10.00	11.00	N	0.00	11.00	10.0%	1.00
Registered Charity / Community Group (Booking Discount)	up to 20% depending on event and enquiry									

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FILMING AND EVENTS FEES										
PROJECTS/CHARITY (Proof required)										
• Admin charge					0.00	N	0.00	0.00	N/a	0.00
• Drone Filming					0.00	N	0.00	0.00	N/a	N/a
• Hire of Park (Small Park)					197.52	N	0.00	197.52	N/a	N/a
• Hire of Park (Large Park)					395.16	N	0.00	395.16	N/a	N/a
SMALL PRODUCTION (1 to 10 Crew)										
• Admin charge					75.00	N	0.00	75.00	N/a	N/a
• Drone Filming					35.00	N	0.00	35.00	N/a	N/a
• Hire of Park (Small Park)					292.08	N	0.00	292.08	N/a	N/a
• Hire of Park (Large Park)					627.12	N	0.00	627.12	N/a	N/a
MEDIUM PRODUCTION (11 to 40 Crew)										
• Admin charge					150.00	N	0.00	150.00	N/a	N/a
• Drone Filming					50.00	N	0.00	50.00	N/a	N/a
• Hire of Park (Small Park)					292.08	N	0.00	292.08	N/a	N/a
• Hire of Park (Large Park)					627.12	N	0.00	627.12	N/a	N/a
LARGE PRODUCTION (40 plus Crew)										
• Admin charge					TBA	N	0.00	0.00	N/a	N/a
• Drone Filming					TBA	N	0.00	0.00	N/a	N/a
• Hire of Park (Small Park)					292.08	N	0.00	292.08	N/a	N/a
• Hire of Park (Large Park)					697.12	N	0.00	697.12	N/a	N/a
ALL PRODUCTIONS										
• Car Parking					PRICE ON APPLICATION					
• Council Buildings					PRICE ON APPLICATION					

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ON STREET CAR PARKING										
MONDAY - SATURDAY 8AM TO 6PM										
• 0 - 45 minutes	0.20	N	0.00	0.20	0.50	N	0.00	0.50	150.0%	0.30
• 0 - 1 hour	0.40	N	0.00	0.40	1.00	N	0.00	1.00	150.0%	0.60
• 0 - 1 hour 30 minutes	0.80	N	0.00	0.80	1.50	N	0.00	1.50	87.5%	0.70
• 0 - 2 hours	1.30	N	0.00	1.30	2.00	N	0.00	2.00	53.8%	0.70
• Annual Parking Waiver (On Street Only)	375.10	N	0.00	375.10	425.00	N	0.00	425.00	13.3%	49.90
• Short Term Parking Waiver 2 - 28 days	45.40	N	0.00	45.40	55.00	N	0.00	55.00	21.1%	9.60
• Short Term Parking Waiver 1 day	30.00	N	0.00	30.00	35.00	N	0.00	35.00	16.7%	5.00
OFF STREET CAR PARKING	CP daily rates not yet adjusted				CP daily rates not yet adjusted					
TOMMYFIELD MARKET CAR PARK (INC DISABLED BADGE HOLDERS)										
MONDAY - FRIDAY 8AM TO MIDNIGHT										
• 0 – 30 minutes	0.75	Y	0.15	0.90	1.00	Y	0.20	0.90	33.3%	0.25
• 0 – 1 hour	1.33	Y	0.27	1.60	1.50	Y	0.30	1.70	12.5%	0.17
• 0 – 2 hours	2.00	Y	0.40	2.40	2.50	Y	0.50	2.60	25.0%	0.50
• 0 – 3 hours	3.00		0.00	3.60	4.00		0.00	3.90	33.3%	1.00
SATURDAY AND SUNDAY										
• 0 – 3 hours	FREE	Y			FREE	Y			N/A	N/A
BOW STREET/WATERLOO STREET CAR PARKS/ROSCOE STREET										
Disabled Badge Holders - all day	FREE	Y			FREE	Y			N/A	N/A
MONDAY - FRIDAY 8AM TO MIDNIGHT										
• 0 – 1 hour	1.17	Y	0.23	1.40	1.50	Y	0.30	1.50	28.6%	0.33
• 0 – 2 hours	1.67	Y	0.33	2.00	2.00	Y	0.40	2.20	20.0%	0.33
• 0 – 3 hours	2.17	Y	0.43	2.60	2.75	Y	0.55	2.80	26.9%	0.58
• 0 – 5 hours	2.92		0.00	3.50	3.50	Y	0.70	3.80	20.0%	0.58
• Over 5 hours	4.67	Y	0.93	5.60	7.50	Y	1.50	6.10	60.7%	2.83
SATURDAY AND SUNDAY										
• 0 – 3 hours	FREE	Y			FREE	Y			N/A	N/A
• 0 – 5 hours	2.92	Y	0.58	3.50	3.50	Y	0.70	3.80	20.0%	0.58
• Over 5 hours	4.67	Y	0.93	5.60	7.50	Y	1.50	6.10	60.7%	2.83
DOVESTONES (SADDLEWORTH) CAR PARK										
ALL DAYS 8AM TO MIDNIGHT										
• 0 – 2 hours	0.92	Y	0.18	1.10	1.50	Y	0.30	1.20	63.6%	0.58
• 2 – 4 hours	2.00	Y	0.40	2.40	2.50	Y	0.50	2.60	25.0%	0.50
• All Day	4.08	Y	0.82	4.90	5.00	Y	1.00	5.30	22.4%	0.92

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CIVIC CENTRE CAR PARK										
Disabled Badge Holders 0- 3 hours	FREE	Y			FREE	Y			N/A	N/A
MONDAY TO FRIDAY 8AM TO 7PM										
• 0 – 1 hour	1.25	Y	0.25	1.50	1.50	Y	0.30	1.60	20.0%	0.25
• 0 – 2 hours	1.75	Y	0.35	2.10	2.00	Y	0.40	2.30	14.3%	0.25
• 0 – 3 hours	2.50	Y	0.50	3.00	3.00	Y	0.60	3.30	20.0%	0.50
• 0 – 4 hours	3.67	Y	0.73	4.40	4.00	Y	0.80	4.80	9.1%	0.33
• 0 – 5 hours	3.83	Y	0.77	4.60	5.00	Y	1.00	5.00	30.4%	1.17
• Over 5 hours	7.92	Y	1.58	9.50	10.00	Y	2.00	10.40	26.3%	2.08
SATURDAY AND SUNDAY 8AM TO 7PM										
• 0 – 3 hours	FREE	Y			FREE	Y			N/A	N/A
• 0 – 4 hours	3.67	Y	0.73	4.40	4.00	Y	0.80	4.80	9.1%	0.33
• 0 – 5 hours	3.83	Y	0.77	4.60	5.00	Y	1.00	5.00	30.4%	1.17
• Over 5 hours	7.92	Y	1.58	9.50	10.00	Y	2.00	10.40	26.3%	2.08
MONDAY - FRIDAY 7PM TO MIDNIGHT										
• 0 to 5 hours	1.17	Y	0.23	1.40	2.00	Y	0.40	1.50	71.4%	0.83
SATURDAY AND SUNDAY 7PM TO MIDNIGHT										
• 0 – 3 hours	FREE	Y			FREE	Y			N/A	N/A
• 0 – 5 hours	1.17	Y	0.23	1.40	2.00	Y	0.40	1.50	71.4%	0.83
NEW RADCLIFFE STREET CAR PARK (INCL DISABLED BADGE HOLDERS) ALL DAYS 8AM TO MIDNIGHT										
• 0 – 3 hours	FREE	Y			FREE	Y			N/A	N/A
• 0 – 5 hours	2.92	Y	0.58	3.50	5.00	Y	1.00	3.80	71.4%	2.08
• Over 5 hours	4.67	Y	0.93	5.60	10.00	Y	2.00	6.10	114.3%	5.33
BRADSHAW STREET CAR PARK MONDAY TO FRIDAY 8AM TO 6PM										
Disabled Badge Holders all day	FREE	Y			FREE	Y			N/A	N/A
• 0 – 1 hour	1.17	Y	0.23	1.40	1.50	Y	0.30	1.50	28.6%	0.33
• 0 – 2 hours	1.67	Y	0.33	2.00	2.00	Y	0.40	2.20	20.0%	0.33
• 0 – 3 hours	2.17	Y	0.43	2.60	3.00	Y	0.60	2.80	38.5%	0.83
• 0 – 4 hours	2.83	Y	0.57	3.40	4.00	Y	0.80	3.70	41.2%	1.17
• 0 – 5 hours	3.42	Y	0.68	4.10	5.00	Y	1.00	4.50	46.3%	1.58
• Over 5 hours	7.17	Y	1.43	8.60	10.00	Y	2.00	9.40	39.5%	2.83
SATURDAY AND SUNDAY 8AM TO 6PM										
• 0 – 3 hours	FREE	Y			FREE	Y			N/A	N/A
• 0 – 4 hours	1.17	Y	0.23	1.40	2.00	Y	0.40	1.50	0.0%	0.83
• 0 – 5 hours	3.42	Y	0.68	4.10	4.00	Y	0.80	4.50	17.1%	0.58
• Over 5 hours	7.17	Y	1.43	8.60	8.00	Y	1.60	9.40	11.6%	0.83
MONDAY - FRIDAY 6PM TO MIDNIGHT										
• 0 to 6 hours	1.42	Y	0.28	1.70	2.00	Y	0.40	1.80	41.2%	0.58
SATURDAY AND SUNDAY 6PM TO MIDNIGHT										
• 0 – 3 hours	FREE	Y			FREE	Y			N/A	N/A
• 0 – 6 hours	1.42	Y	0.28	1.70	2.00	Y	0.40	1.80	41.2%	0.58

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HOBSON STREET										
MONDAY TO FRIDAY 8AM TO MIDNIGHT										
0 – 1 hour	1.17	Y	0.23	1.40	1.50	Y	0.30	1.50	28.6%	0.33
0 – 2 Hours	1.67	Y	0.33	2.00	2.00	Y	0.40	2.20	20.0%	0.33
0 – 3 hours	2.17	Y	0.43	2.60	3.00	Y	0.60	2.80	38.5%	0.83
0 – 5 hours	2.92	Y	0.58	3.50	5.00	Y	1.00	3.80	71.4%	2.08
Over 5 hours	4.67	Y	0.93	5.60	10.00	Y	2.00	6.10	114.3%	5.33
SATURDAY AND SUNDAY	FREE				FREE				N/A	N/A
SOUTHGATE STREET (Northern and Southern section)										
Disabled Badge Holders - all day	FREE	Y			FREE	Y				N/a
Northen section										
Monday - FRIDAY 8am TO 5pm					permit holders only					
MONDAY - FRIDAY 5pm TO MIDNIGHT										
• 0 – 1 hour	1.17	Y	0.23	1.40	1.50	Y	0.30	1.50	28.6%	0.33
• 0 – 2 hours	1.67	Y	0.33	2.00	2.00	Y	0.40	2.20	20.0%	0.33
• 0 – 3 hours	2.17	Y	0.43	2.60	3.00	Y	0.60	2.80	38.5%	0.83
• 0 – 5 hours	2.92	Y	0.58	3.50	4.00	Y	0.80	3.80	37.1%	1.08
• Over 5 hours	4.67	Y	0.93	5.60	7.50	Y	1.50	6.10	60.7%	2.83
Southern Section										
MONDAY - FRIDAY 8am TO MIDNIGHT										
• 0 – 1 hour	1.17	Y	0.23	1.40						
• 0 – 2 hours	1.67	Y	0.33	2.00	1.50	Y	0.30	1.50	28.6%	0.33
• 0 – 3 hours	2.17	Y	0.43	2.60	2.00	Y	0.40	2.20	20.0%	0.33
• 0 – 5 hours	2.92	Y	0.58	3.50	3.00	Y	0.60	2.80	38.5%	0.83
• Over 5 hours	4.67	Y	0.93	5.60	4.00	Y	0.80	3.80	37.1%	1.08
					7.50	Y	1.50	6.10	60.7%	2.83
Northen and Southern Sections										
SATURDAY AND SUNDAY										
• 0 – 3 hours	FREE	Y								
• 0 – 5 hours	2.92	Y	0.58	3.50	FREE	Y				N/a
• Over 5 hours	4.67	Y	0.93	5.60	4.00	Y	0.80	3.80	37.1%	1.08
					7.50	Y	1.50	6.10	60.7%	2.83
SUSPENSION COSTS										
• Deployment of a small suspension (up to 20 cones)	37.50	Y	7.50	45.00	80.00	Y	16.00	96.00	113.3%	42.50
• Deployment of a medium suspension (21 to 40 cones)	74.17	Y	14.83	89.00	160.00	Y	32.00	192.00	115.7%	85.83
• Deployment of a large suspension (41 to 100 cones)	112.50	Y	22.50	135.00	240.00	Y	48.00	288.00	113.3%	127.50
CONTRACT PASS CHARGES										
• Bradshaw St	812.92	Y	162.58	975.50	895.00	Y	179.00	1,073.00	10.1%	82.08
• Bow Street	727.50	Y	145.50	873.00	800.00	Y	160.00	960.30	10.0%	72.50
• Civic Centre	833.78	Y	166.76	1,000.54	920.00	Y	184.00	1,100.50	10.3%	86.22
• Hobson Street	778.75	Y	155.75	934.50	860.00	Y	172.00	1,027.90	10.4%	81.25
• Roscoe Street	778.75	Y	155.75	934.50	860.00	Y	172.00	1,027.90	10.4%	81.25
• Waterloo Street	778.75	Y	155.75	934.50	860.00	Y	172.00	1,027.90	10.4%	81.25

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PARKS AND OPEN SPACES										
• Hire of large park or playing field	475.10	Y	95.02	570.12	525.00	Y	105.00	630.00	10.5%	49.90
• Concessionary use by a Charity	299.40	Y	59.88	359.28	330.00	Y	66.00	396.00	10.2%	30.60
• Hire of small park or playing field	221.30	Y	44.26	265.56	245.00	Y	49.00	294.00	10.7%	23.70
• Concessionary use by a Charity	149.70	Y	29.94	179.64	165.00	Y	33.00	198.00	10.2%	15.30
• Environment Centre; Conference Room or Training Room (same rate): Full Day (09:00–17:00)								140.00	N/a	New
• Environment Centre; Conference Room or Training Room (same rate): Half Day (09:00–12:00 or 13:00–17:00):								75.00	N/a	New
OUTDOOR FACILITIES (CHARGES SEASONAL)										
FOOTBALL, RUGBY, LACROSSE AND HOCKEY										
CHANGING ACCOMMODATION										
• Grade A - Good	273.00	N	0.00	273.00	310.00	N	0.00	310.00	13.6%	37.00
• Grade B - Above Average	214.00	N	0.00	214.00	237.50	N	0.00	237.50	11.0%	23.50
• Grade C - Average	181.00	N	0.00	181.00	200.00	N	0.00	200.00	10.5%	19.00
PITCH										
• Grade A	586.00	N	0.00	586.00	645.00	N	0.00	645.00	10.1%	59.00
• Grade B	494.00	N	0.00	494.00	545.00	N	0.00	545.00	10.3%	51.00
• Grade C	429.00	N	0.00	429.00	475.00	N	0.00	475.00	10.7%	46.00
• Occasional use of pitch including accommodation	129.17	Y	25.83	155.00	145.00	Y	29.00	170.00	12.3%	15.83
• Occasional use of pitch only	97.50	Y	19.50	117.00	110.00	Y	22.00	128.00	12.8%	12.50
• Occasional use of changing accommodation per hour	27.50	Y	5.50	33.00	35.00	Y	7.00	36.00	27.3%	7.50
JUNIOR CHARGES										
• 75% of the above charges	75% of above				75% of above				N/A	N/A
CRICKET										
• Use of pitch per season alternate Saturdays without changing accommodation	546.50	N	0.00	546.50	610.00	N	0.00	610.00	11.6%	63.50
• Use of pitch per season alternate Saturdays with changing accommodation	702.80	N	0.00	702.80	775.00	N	0.00	775.00	10.3%	72.20
• Casual use of pitch and changing accommodation per match	129.17	Y	25.83	155.00	145.00	Y	29.00	170.00	12.3%	15.83
• Casual use of pitch without changing accommodation per match	97.50	Y	19.50	117.00	110.00	Y	22.00	128.00	12.8%	12.50

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CEMETERIES										
NEW GRAVES										
• New grave for 1 or 2 people	1,151.00	N	0.00	1,151.00	1,270.00	N	0.00	1,270.00	10.3%	119.00
• (Non resident)	1,726.00	N	0.00	1,726.00	1,900.00	N	0.00	1,900.00	10.1%	174.00
• New grave for 3 interments	1,220.00	N	0.00	1,220.00	1,345.00	N	0.00	1,345.00	10.2%	125.00
• (Non resident)	1,822.00	N	0.00	1,822.00	2,010.00	N	0.00	2,010.00	10.3%	188.00
• New grave for 2 interments including foundation	1,373.00	N	0.00	1,373.00	1,550.00	N	0.00	1,550.00	12.9%	177.00
• (Non resident)	1,942.00	N	0.00	1,942.00	2,137.00	N	0.00	2,137.00	10.0%	195.00
• New grave for 3 interments including foundation	1,433.00	N	0.00	1,433.00	1,600.00	N	0.00	1,600.00	11.7%	167.00
• (Non resident)	2,035.00	N	0.00	2,035.00	2,250.00	N	0.00	2,250.00	10.6%	215.00
• Plot for cremated remains – Crompton	1,037.00	N	0.00	1,037.00	1,142.00	N	0.00	1,142.00	10.1%	105.00
• Plot for cremated remains – Crompton (non resident)	1,540.00	N	0.00	1,540.00	1,700.00	N	0.00	1,700.00	10.4%	160.00
• Plot for cremated remains – Hollinwood	496.00	N	0.00	496.00	550.00	N	0.00	550.00	10.9%	54.00
• Plot for cremated remains – Hollinwood (non resident)	729.00	N	0.00	729.00	810.00	N	0.00	810.00	11.1%	81.00
• Appointment to choose a new grave or locate a grave with staff assistance	50.00	N	0.00	50.00	55.00	N	0.00	55.00	10.0%	5.00
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	1,125.00	N	0.00	1,125.00	1,240.00	N	0.00	1,240.00	10.2%	115.00
• Interment Fee (non resident)	1,679.00	N	0.00	1,679.00	1,850.00	N	0.00	1,850.00	10.2%	171.00
• Still born and Non-viable foetus	No Charge to the public	N	0.00	0.00	No Charge to the public	N	0.00	0.00	N/A	N/A
• Exhumation fees	1,547.00	N	0.00	1,547.00	1,710.00	N	0.00	1,710.00	10.5%	163.00
OUT OF HOURS SURCHARGE FOR BURIALS										
• Monday to Friday after 4pm, and Saturday / Sunday / Bank Holidays ** note: service not provided during hours of darkness*	0.00	0.00	0.00	0.00	380.00	N	0.00	380.00	N/a	380.00
				0.00						
INTERMENT OF CREMATED REMAINS				0.00						
• Interment in earthen graves or vaults	300.00	N	0.00	300.00	330.00	N	0.00	330.00	10.0%	30.00
• Strewing of cremated remains (Non Oldham resident)	68.00	N	0.00	68.00	75.00	N	0.00	75.00	10.3%	7.00
MONUMENTAL FEES										
• Permission to erect a memorial not exceeding 3’ in height	236.00	N	0.00	236.00	260.00	N	0.00	260.00	10.2%	24.00
• Permission to erect a memorial not exceeding 3’ in height (non resident)	333.00	N	0.00	333.00	367.00	N	0.00	367.00	10.2%	34.00
• Permission to install kerbs (Maximum 6ft x 3ft) designated areas only	342.00	N	0.00	342.00	377.00	N	0.00	377.00	10.2%	35.00
• Permission to add an additional inscription	63.00	N	0.00	63.00	70.00	N	0.00	70.00	11.1%	7.00
• Provision of memorial under 2’	90.00	N	0.00	90.00	100.00	N	0.00	100.00	11.1%	10.00

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OTHER CHARGES										
• Bricked Grave for 2 persons	1,011.00	N	0.00	1,011.00	1,113.00	N	0.00	1,113.00	10.1%	102.00
• Bricked Grave for 2 persons (non resident)	1,497.00	N	0.00	1,497.00	1,647.00	N	0.00	1,647.00	10.0%	150.00
• Bricks to seal grave	148.00	N	0.00	148.00	163.00	N	0.00	163.00	10.1%	15.00
• Concrete lining for graves	378.00	N	0.00	378.00	416.00	N	0.00	416.00	10.1%	38.00
• Timber lining for graves	249.00	N	0.00	249.00	274.00	N	0.00	274.00	10.0%	25.00
• Test dig to confirm depth	90.00	N	0.00	90.00	99.00	N	0.00	99.00	10.0%	9.00
• Certified extracts from burial register	33.00	N	0.00	33.00	37.00	N	0.00	37.00	12.1%	4.00
• Transfer of grant of exclusive right of burial	92.00	N	0.00	92.00	102.00	N	0.00	102.00	10.9%	10.00
• Transfer of grant of exclusive right of burial (to a non resident)	131.00	N	0.00	131.00	145.00	N	0.00	145.00	10.7%	14.00
• Issue duplicate of grant of exclusive right of burial	90.00	N	0.00	90.00	99.00	N	0.00	99.00	10.0%	9.00
• Issue duplicate of grant of exclusive right of burial (non resident)	138.00	N	0.00	138.00	152.00	N	0.00	152.00	10.1%	14.00
• Use of Crematorium Chapel (Inc. recorded music or use of organ)	275.00	N	0.00	275.00	303.00	N	0.00	303.00	10.2%	28.00
• Re-open niche	90.00	N	0.00	90.00	99.00	N	0.00	99.00	10.0%	9.00
• Grave search	23.00	N	0.00	23.00	26.00	N	0.00	26.00	13.0%	3.00
• Register search	56.00	N	0.00	56.00	62.00	N	0.00	62.00	10.7%	6.00
• Bronze memorial plaque lease for 10 years	374.00	N	0.00	374.00	412.00	N	0.00	412.00	10.2%	38.00
• Renewal of memorial position for 10 years	237.00	N	0.00	237.00	261.00	N	0.00	261.00	10.1%	24.00
• Renewal of memorial position for 5 years	138.00	N	0.00	138.00	152.00	N	0.00	152.00	10.1%	14.00
• Bronze memorial plaque including lettering	180.00	N	0.00	180.00	198.00	N	0.00	198.00	10.0%	18.00
• Double Bronze memorial plaque including lettering	232.00	N	0.00	232.00	256.00	N	0.00	256.00	10.3%	24.00
• Granite memorial plaque including lettering	328.00	N	0.00	328.00	361.00	N	0.00	361.00	10.1%	33.00
• Lease position on shared bench (to be introduced as available)	359.00	N	0.00	359.00	395.00	N	0.00	395.00	10.0%	36.00
CREMATION FEES - ALL FEES FOR UNDER 18YRS ARE FUNDED BY THE GOVERNMENT.										
• Cremation Fee (includes recorded music or use of the organ)	870.00	N	0.00	870.00	957.00	N	0.00	957.00	10.0%	87.00
• Direct (No service) Cremation Fee (only available between 9am-9.30am)	482.00	N	0.00	482.00	531.00	N	0.00	531.00	10.2%	49.00
• Cremation environmental levy charge (Mercury Abatement legislation)	69.00	N	0.00	69.00	76.00	N	0.00	76.00	10.1%	7.00
• Medical Referee Charge	41.00	N	0.00	41.00	46.00	N	0.00	46.00	12.2%	5.00
• Live streaming of chapel service	53.00	N	0.00	53.00	59.00	N	0.00	59.00	11.3%	6.00
• Cremation of Stillborn or non-viable foetus	No Charge to the public	N			No Charge to the public	N				
OTHER CHARGES										
• Certified extracts from crematorium register	30.00	N	0.00	30.00	33.00	N	0.00	33.00	10.0%	3.00
• Surcharge for cremation after 3.30 pm and extended services (per 30mins)	129.00	N	0.00	129.00	142.00	N	0.00	142.00	10.1%	13.00
FEES FOR INSCRIPTION IN THE BOOK OF REMEMBRANCE										
• Standard 2 line entry	102.50	Y	20.50	123.00	112.50	Y	22.50	135.00	9.8%	10.00
• 5 line entry	185.83	Y	37.17	223.00	204.17	Y	40.83	245.00	9.9%	18.33
• 8 line entry	302.50	Y	60.50	363.00	332.50	Y	66.50	399.00	9.9%	30.00
• 5 line entry with floral emblem	372.50	Y	74.50	447.00	410.00	Y	82.00	492.00	10.1%	37.50
• 5 line entry with badge, crest, shield, illuminated Capital or 8 Line entry with floral emblem.	456.67	Y	91.33	548.00	502.50	Y	100.50	603.00	10.0%	45.83
• 8 line entry with badge, crest, shield or illuminated capital	488.33	Y	97.67	586.00	537.50	Y	107.50	645.00	10.1%	49.17
• 8 line entry with full coat of arms	508.33	Y	101.67	610.00	559.17	Y	111.83	671.00	10.0%	50.83
MEMORIAL CARDS										
• Standard 2 line entry	54.17	Y	10.83	65.00	59.17	Y	11.83	71.00	9.2%	5.00
• 5 line entry	60.83	Y	12.17	73.00	66.67	Y	13.33	80.00	9.6%	5.83
• 8 line entry	82.50	Y	16.50	99.00	90.00	Y	18.00	108.00	9.1%	7.50
• 5 line entry with motif	101.67	Y	20.33	122.00	111.67	Y	22.33	134.00	9.8%	10.00
• 8 line entry with motif	116.67	Y	23.33	140.00	128.33	Y	25.67	154.00	10.0%	11.67

DESCRIPTION OF FEES	2025/26 Charges				PROPOSED 2026/27 Charges				NET VARIANCE FROM PREVIOUS YEAR	
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SKIP LICENCE										
SKIP PERMITS										
• Registration (annual)	217.00	N	0.00	217.00	250.00	N	0.00	250.00	15.2%	33.00
• Application when registration is in place (per 28 days)	42.40	N	0.00	42.40	47.00	N	0.00	47.00	10.8%	4.60
• Unregistered application (per 28 days)	131.20	N	0.00	131.20	145.00	N	0.00	145.00	10.5%	13.80
ANNUAL PERMISSIONS										
• Up to 100 skips	1,603.00	N	0.00	1,603.00	1,775.00	N	0.00	1,775.00	10.7%	172.00
• Up to 300 skips	4,793.00	N	0.00	4,793.00	5,300.00	N	0.00	5,300.00	10.6%	507.00
• Up to 500 skips	7,980.00	N	0.00	7,980.00	8,800.00	N	0.00	8,800.00	10.3%	820.00
• Over 500 - each skip thereafter	16.10	N	0.00	16.10	25.00	N	0.00	25.00	55.3%	8.90
• Retrospective application following officer visit	137.00	N	0.00	137.00	150.00	N	0.00	150.00	9.5%	13.00
SCAFFOLDING LICENCE										
• Application (per 28 days)	111.00	N	0.00	111.00	122.00	N	0.00	122.00	9.9%	11.00
• Renewal (per 28 days)	66.20	N	0.00	66.20	120.00	N	0.00	120.00	81.3%	53.80
• Long term application (per 6 months)	608.00	N	0.00	608.00	670.00	N	0.00	670.00	10.2%	62.00
• Long term Renewal (per 6 months)	562.00	N	0.00	562.00	620.00	N	0.00	620.00	10.3%	58.00
• Annual Permission	1,749.00	N	0.00	1,749.00	1,923.00	N	0.00	1,923.00	9.9%	174.00
• Retrospective application following officer visit	137.00	N	0.00	137.00	150.00	N	0.00	150.00	9.5%	13.00
HOARDING LICENCE										
• Application (per 28 days)	89.90	N	0.00	89.90	98.80	N	0.00	98.80	9.9%	8.90
• Renewal (per 28 days)	62.40	N	0.00	62.40	68.60	N	0.00	68.60	9.9%	6.20
• Retrospective application following officer visit	137.00	N	0.00	137.00	150.00	N	0.00	150.00	9.5%	13.00
• Inspections of hoardings	Cost recovery +5%	N	0.00	0.00	Cost recovery +5%	N	0.00	0.00		
• Storage Container Licence (per 28 days)	392.00	N	0.00	392.00	431.00	N	0.00	431.00	9.9%	39.00
• Duplicate licences (Any Licence)	21.20	N	0.00	21.20	23.30	N	0.00	23.30	9.9%	2.10

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TRAFFIC AND HIGHWAYS										
• Construction under the Highway	747.00	N	0.00	747.00	821.00	N	0.00	821.00	9.9%	74.00
• Access to cellars	747.00	N	0.00	747.00	821.00	N	0.00	821.00	9.9%	74.00
• Cellar lights	747.00	N	0.00	747.00	821.00	N	0.00	821.00	9.9%	74.00
HIGHWAYS										
• Placing material on	89.90	N	0.00	89.90	98.80	N	0.00	98.80	9.9%	8.90
• Excavation of	315.00	N	0.00	315.00	346.00	N	0.00	346.00	9.8%	31.00
• Application for pavement café licence	246.00	N	0.00	246.00	270.00	N	0.00	270.00	9.8%	24.00
• Renewal of above	137.00	N	0.00	137.00	150.00	N	0.00	150.00	9.5%	13.00
VEHICLE CROSSINGS										
• Light Duty Vehicle Crossing Application (non-refundable)	58.70	N	0.00	58.70	218.00	N	0.00	218.00	271.4%	159.30
• Light Duty	Based on Individual Quotation	N	0.00	0.00	Based on Individual Quotation	N	0.00	0.00	N/A	N/A
• Heavy Duty	As above	N	0.00	0.00	As above	N	0.00	0.00		
• Heavy Duty (Supervision only)	1,159.17	Y	231.83	1,391.00	1,275.00	Y	255.00	1,530.00	10.0%	115.83
• Removal of accident debris	Cost Recovery + £198.90 Admin	N	0.00	Cost Recovery + £198.90 Admin	Cost Recovery + £217.80 Admin	N	0.00	Cost Recovery + £217.80 Admin	10.0%	19.80
• Variation of a parking place order	Cost Recovery + 12.5%	N	0.00	0.00	Cost Recovery + 12.5%	N	0.00	0.00	N/A	N/A
• Exemption from or variation to a traffic regulation order	As above	N	0.00	0.00	As above	N	0.00	0.00	N/A	N/A
TEMPORARY TRAFFIC ORDERS										
• Temporary (plus cost of advertising)	2,180.00	N	0.00	2,180.00	2,398.00	N	0.00	2,398.00	10.0%	218.00
• Emergency Road Closures	1,127.00	N	0.00	1,127.00	1,239.00	N	0.00	1,239.00	9.9%	112.00
• Temporary Traffic Regulation Notice	1,127.00	N	0.00	1,127.00	1,239.00	N	0.00	1,239.00	9.9%	112.00
• Review of additional plans related to a Temporary Traffic Regulation Order / Notice / S50 (per plan)					200.00	N	0.00	200.00	N/a	New
• Special events on the Highway	Cost Recovery + 12.5%	N			Cost Recovery + 12.5%	N			N/A	N/A
SUSPENSION OF PARKING PLACES										
• Parking Budget	Loss of Income + Cost Recovery + 12.5%	N			Loss of Income + Cost Recovery + 12.5%	N			N/A	N/A
PERMIT TO ERECT NON-STANDARD DIRECTION SIGNS										
• Consideration of request	301.30	N	0.00	301.30	331.40	N	0.00	331.40	10.0%	30.10
• Erection of signs	Cost Recovery + 12.5%	N	0.00	0.00	Cost Recovery + 12.5%	N	0.00	0.00	N/A	N/A
• Removal of signs	156.30	N	0.00	156.30	171.90	N	0.00	171.90	10.0%	15.60
• Court fees associated with the above	Included in the above	N	0.00	0.00	Included in the above	N	0.00	0.00	N/A	N/A

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PERMITS GIVING EXEMPTION TO TRAFFIC ORDERS										
• Per month	50.00	N	0.00	50.00	55.00	N	0.00	55.00	10.0%	5.00
• Per three months	159.00	N	0.00	159.00	175.00	N	0.00	175.00	10.1%	16.00
• Per twelve months	578.00	N	0.00	578.00	636.00	N	0.00	636.00	10.0%	58.00
SECTION 50 ROAD OPENING LICENCE										
• Maintain existing apparatus	588.00	N	0.00	588.00	647.00	N	0.00	647.00	10.0%	59.00
• Minor works permit	99.00	N	0.00	99.00	109.00	N	0.00	109.00	10.1%	10.00
• Install new service (Initial cost)	1,175.00	N	0.00	1,175.00	1,293.00	N	0.00	1,293.00	10.0%	118.00
• Install new service (Per additional 200 meters)	402.00	N	0.00	402.00	442.00	N	0.00	442.00	10.0%	40.00
• New Development (Initial cost)	2,561.00	N	0.00	2,561.00	2,817.00	N	0.00	2,817.00	10.0%	256.00
• New Development (Per additional 200 meters)	470.00	N	0.00	470.00	517.00	N	0.00	517.00	10.0%	47.00
• Restrospective application charge - NEW CHARGE for 2025/26	500.00	N	0.00	0.00	500.00	N	0.00	0.00	0.0%	0.00
SEWER CONNECTIONS										
• Junction : normal working hours	Based on Individual Quotation + 20%	Y			Based on Individual Quotation + 20%	Y			N/A	N/A
• Junction: outside working hours	As above	Y			As above	Y			N/A	N/A
• Manhole construction	As above	Y			As above	Y			N/A	N/A
SEARCHES BY LETTER										
• First 5 questions	77.50	Y	15.50	93.00	85.20	Y	17.04	102.24	9.9%	7.70
• Per question after	19.90	Y	3.98	23.88	21.80	Y	4.36	26.16	9.5%	1.90
ACCESS PROTECTION MARKING										
• Fee for application	77.50	N	0.00	77.50	85.20	N	0.00	85.20	9.9%	7.70
• Fee for implementation of application	152.00	N	0.00	152.00	167.00	N	0.00	167.00	9.9%	15.00
• Fee for Renewal of marking	152.00	N	0.00	152.00	167.00	N	0.00	167.00	9.9%	15.00
ROAD CLOSURE : STOPPING UP ORDERS										
• Stopping up orders (including court fees)	3,458.00	N	0.00	3,458.00	3,803.00	N	0.00	3,803.00	10.0%	345.00
SECTION 38 AND SECTION 278										
Scale of charges as a percentage of the overall works cost (performanace bond)										
ADOPTION FEE - BOND										
• £0 - £49k (Charge as % bond value)	9.0%	N	0.00	9.0%	10.0%	N	0.00	10.0%	11.1%	0.01
• £50k - £100k bond value	9.0%	N	0.00	9.0%	10.0%	N	0.00	10.0%	11.1%	0.01
• £100k < bond value	9.0%	N	0.00	9.0%	10.0%	N	0.00	10.0%	11.1%	0.01
Section 38 Fees where the agreement is sealed before works commence 9% of total estimated works value at the start of construction Section 38 Fees where the agreement is sealed where the development is already under construction 12.5% of total estimated works value at the start of construction Section 38 Fees where the agreement is sealed the highway to be adopted is substantially complete (Part 1) 15% of total estimated works value at the start of construction										
• Minimum charge for Highway agreements relating to S38, S278 & temporary/minor works on the Highway	3,714.00	N	0.00	3,714.00	4,085.00	N	0.00	4,085.00	10.0%	371.00
Note : Whichever is the greatest of the above applies										
Supply of official copies of Section 38 and Section 278 documentation	46.00 + postage fees	N	0.00	46.00 + postage fees	50.60 + postage fees	N	0.00	50.60 + postage fees	10.0%	4.60
• Checking of documents associated with Structural AIP's (Approval In Principle)					2,000.00	N	0.00	2,000.00	N/a	New

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STREET NAMING										
• Street Naming	261.40	N	0.00	261.40	287.50	N	0.00	287.50	10.0%	26.10
• Re-name an existing Street	261.40 + £10.50 per property, plus legal costs, plus costs to amend any traffic orders	N	0.00	261.40 + £10.50 per property, plus legal costs, plus costs to amend any traffic orders	287.50 + £11.55 per property, plus legal costs, plus costs to amend any traffic orders	N	0.00	287.50 + £11.55 per property, plus legal costs, plus costs to amend any traffic orders	10.0%	26.10
STREET NUMBERING										
Numbering of new streets (per property)	39.70	N	0.00	35.00	43.60	N	0.00	43.60	9.8%	0.04
Re-Numbering of properties on existing streets	Costs as for new streets + £104.50 admin fee	N	0.00	Costs as for new streets + £104.50 admin fee	Costs as for new streets + £114.95 admin fee	N	0.00	Costs as for new streets + £114.95 admin fee	10.00	10.45
Naming a new property	56.80	N	0.00	56.80	62.40	N	0.00	62.40	9.9%	5.60
Add property name or rename existing property	244.40	N	0.00	244.40	268.80	N	0.00	268.80	10.0%	24.40
HIGHWAY LICENCE ENFORCEMENT VISIT										
Highway Licence Enforcement Visit	136.00	N	0.00	136.00	149.00	N	0.00	149.00	9.6%	13.00
INVESTIGATION WORK FOR SOLICITORS, INSURANCE AND OTHER PROFESSIONAL SERVICES										
• First Hour	70.00	N	0.00	70.00	77.00	N	0.00	77.00	10.0%	7.00
• Each subsequent hour or part thereof	48.60	N	0.00	48.60	53.40	N	0.00	53.40	9.9%	4.80
• Not for profit or public sector organisations (such as police, law enforcement and fraud investigations)	FREE	N	0.00	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	474.00	N	0.00	474.00	521.00	N	0.00	521.00	9.9%	47.00
• Deposit a Map and Landowner Statement under S15A of the Commons Act 2006	474.00	N	0.00	474.00	521.00	N	0.00	521.00	9.9%	47.00
ENVIRONMENTAL INFORMATION REGULATIONS (EIR)										
• Requests for Information Included in the Environmental Information Regulations 2004 (per hour)	33.70	N	0.00	33.70	37.00	N	0.00	37.00	9.8%	3.30
EV CROSS PAVEMENT CHANNELS										
Application fee					105.00	N	0.00	105.00	N/a	New
Annual renewal of agreement					100.00	N	0.00	100.00	N/a	New
Installation of cross pavement channel					Based on individual quotation				N/a	New
Commuted sum					Based on installation quotation + 40%				N/a	New
PLANTING LICENCE										
S142 Licence to plant & maintain or retain & maintain shrubs in highway verge					135.00	N	0.00	135.00	N/a	New
S142 Licence annual administration fee					50.00	N	0.00	50.00	N/a	New
HIGHWAY PROJECTION LICENCE										
S177 Licence to construct a building over the highway					550.00	N	0.00	550.00	N/a	New

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CRANE LICENCE										
• Crane oversail licence (per 28 days)					360.00	N	0.00	360.00	N/a	New
• Renewal (per 28 days)					216.00	N	0.00	216.00	N/a	New
• Long term application (per 6 months)					1,375.20	N	0.00	1,375.20	N/a	New
• Long term Renewal (per 6 months)					0.00	N	0.00	0.00	N/a	New
Additional fees for crane erected on highway										
• Application (per 28 days)					122.00	N	0.00	122.00	N/a	New
• Renewal (per 28 days)					72.80	N	0.00	72.80	N/a	New
• Long term application (per 6 months)					464.20	N	0.00	464.20	N/a	New
• Long term Renewal (per 6 months)					415.00	N	0.00	415.00	N/a	New
• Annual Permission					1,923.00	N	0.00	1,923.00	N/a	New
• Retrospective application following officer visit					150.00	N	0.00	150.00	N/a	New
Additional fees for crane lifting to or from the highway					98.80	N	0.00	98.80	N/a	New
MEWP (Mobile Elevated Working Platform) LICENCE										
• Application					100.00	N	0.00	100.00	N/a	New
• plus charge for occupation of highway (per day)					20.00	N	0.00	20.00	N/a	New
HIGHWAY OVERSAILING LICENCE										
• S178 Licence for overhead banners, cables, wires, rails etc (28 days)					200.00	N	0.00	200.00	N/a	New
• renewal per 28 days					150.00	N	0.00	150.00	N/a	New
• Long term application (per 6 months)					905.00	N	0.00	905.00	N/a	New
• Long term Renewal (per 6 months)					855.00	N	0.00	855.00	N/a	New
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	90.83	Y	18.17	109.00	108.33	Y	21.67	130.00	19.3%	17.50
Letter Only	54.17	Y	10.83	65.00	65.00	Y	13.00	78.00	20.0%	10.83
MINOR PLANNING PROPOSALS										
• Residential - 1 unit	375.00	Y	75.00	450.00	450.00	Y	90.00	540.00	20.0%	75.00
• Non-residential up to 99sqm	375.00	Y	75.00	450.00	450.00	Y	90.00	540.00	20.0%	75.00
• Agricultural Buildings up to 540sqm	375.00	Y	75.00	450.00	450.00	Y	90.00	540.00	20.0%	75.00
• Glasshouses up to 465sqm	375.00	Y	75.00	450.00	450.00	Y	90.00	540.00	20.0%	75.00
• Plant and machinery	375.00	Y	75.00	450.00	450.00	Y	90.00	540.00	20.0%	75.00
• Car Parks	375.00	Y	75.00	450.00	450.00	Y	90.00	540.00	20.0%	75.00
• Advertisements	375.00	Y	75.00	450.00	450.00	Y	90.00	540.00	20.0%	75.00
• Demolition of Buildings	375.00	Y	75.00	450.00	450.00	Y	90.00	540.00	20.0%	75.00
• CLEUDs	375.00	Y	75.00	450.00	450.00	Y	90.00	540.00	20.0%	75.00
• Discharge of conditions	375.00	Y	75.00	450.00	450.00	Y	90.00	540.00	20.0%	75.00
• Non-material alterations	375.00	Y	75.00	450.00	450.00	Y	90.00	540.00	20.0%	75.00
• Minor-material alterations	375.00	Y	75.00	450.00	450.00	Y	90.00	540.00	20.0%	75.00
• Change of use	375.00	Y	75.00	450.00	450.00	Y	90.00	540.00	20.0%	75.00
• Shop fronts	375.00	Y	75.00	450.00	450.00	Y	90.00	540.00	20.0%	75.00
Minor Planning Proposals (above) Follow up meeting .	218.33	Y	43.67	262.00	261.67	Y	52.33	314.00	19.8%	43.33
MEDIUM PLANNING PROPOSALS										
• 2-9 dwellings	536.67	Y	107.33	644.00	643.33	Y	128.67	772.00	19.9%	106.67
• 100-999sqm commercial floorspace	536.67	Y	107.33	644.00	643.33	Y	128.67	772.00	19.9%	106.67
• Telecommunication	536.67	Y	107.33	644.00	643.33	Y	128.67	772.00	19.9%	106.67
• Minerals or Waste less than 0.5ha	536.67	Y	107.33	644.00	643.33	Y	128.67	772.00	19.9%	106.67
Medium Planning Proposals (above) Follow up meeting	323.33	Y	64.67	388.00	387.50	Y	77.50	465.00	19.8%	64.17

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SMALL MAJOR PLANNING PROPOSALS										
• 10-20 dwellings	802.50	Y	160.50	963.00	962.50	Y	192.50	1,155.00	19.9%	160.00
• 1,000- 1,999 sqm commercial floorspace	802.50	Y	160.50	963.00	962.50	Y	192.50	1,155.00	19.9%	160.00
• 0.5-1ha site area	802.50	Y	160.50	963.00	962.50	Y	192.50	1,155.00	19.9%	160.00
Small Major Planning Proposals (above) Follow Up Meeting	427.50	Y	85.50	513.00	512.50	Y	102.50	615.00	19.9%	85.00
MAJOR PLANNING PROPOSALS										
• 21-49 dwellings	1,073.33	Y	214.67	1,288.00	1,287.50	Y	257.50	1,545.00	20.0%	214.17
• 2,000-9,999 sqm commercial floorspace	1,073.33	Y	214.67	1,288.00	1,287.50	Y	257.50	1,545.00	20.0%	214.17
• 1-2 ha + site area	1,073.33	Y	214.67	1,288.00	1,287.50	Y	257.50	1,545.00	20.0%	214.17
Major Planning Proposals (above) Follow Up Meeting .	536.67	Y	107.33	644.00	643.33	Y	128.67	772.00	19.9%	106.67
LARGE MAJOR PLANNING PROPOSALS										
• 50-200 dwellings	2,146.67	Y	429.33	2,576.00	2,575.83	Y	515.17	3,091.00	20.0%	429.17
• 0ver 10,000sqm commercial floorspace	2,146.67	Y	429.33	2,576.00	2,575.83	Y	515.17	3,091.00	20.0%	429.17
• Over 2ha site area	2,146.67	Y	429.33	2,576.00	2,575.83	Y	515.17	3,091.00	20.0%	429.17
• Energy projects	2,146.67	Y	429.33	2,576.00	2,575.83	Y	515.17	3,091.00	20.0%	429.17
Large Major Planning Proposals (above) Follow Up Meeting	1,073.33	Y	214.67	1,288.00	1,287.50	Y	257.50	1,545.00	20.0%	214.17
PLANNING PERFORMANCE AGREEMENT										
• Bespoke service - written advice, a series of meetings, fast track validation & determination	Charge on Individual Basis	Y			Charge on Individual Basis	Y			N/A	N/A
VARY, MODIFY OR DISCHARGE LEGAL AGREEMENT										
• 1 dwelling	323.33	Y	64.67	388.00	387.50	Y	77.50	465.00	19.8%	64.17
• Agreement for commercial development or more than 1 dwelling	536.67	Y	107.33	644.00	643.33	Y	128.67	772.00	19.9%	106.67
PLANNING HISTORY SEARCH										
• Per property - **PER HOUR**	54.17	Y	10.83	65.00	65.00	Y	13.00	78.00	20.0%	10.83
PERMITTED DEVELOPMENT ENQUIRY										
• As an alternative to applying for a Certificate, an informal opinion will be offered	54.17	Y	10.83	65.00	65.00	Y	13.00	78.00	20.0%	10.83
SPECIALIST OFFICER REQUESTED TO ATTEND MEETINGS										
• Per Officer	160.83	Y	32.17	193.00	192.50	Y	38.50	231.00	19.7%	31.67

DESCRIPTION OF FEES	2025/26 Charges				PROPOSED 2026/27 Charges				NET VARIANCE FROM PREVIOUS YEAR	
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FOOD SAFETY										
• Export Certification - Standard Fee	79.90	N	0.00	79.90	87.80	N	0.00	87.80	9.9%	7.90
• Export Certification - With Samples Taken	160.00	N	0.00	160.00	176.00	N	0.00	176.00	10.0%	16.00
• Food safety re- inspection visit	187.00	N	0.00	187.00	205.00	N	0.00	205.00	9.6%	18.00
Letter of confirmation of Food Hygiene Registration	49.90	N		49.90	54.00	N	0.00	54.00	8.2%	4.10
• Advisory visit charge per hour	104.20	Y	20.84	125.04	114.60	Y	22.92	137.52	10.0%	10.40
• Charge for each 30 minutes or part thereof of staff time	64.90	N	0.00	64.90	71.30	N	0.00	71.30	9.9%	6.40
PRIVATE WATER SUPPLIES										
• Risk Assesment (per hour, maximum charge £500)	74.00	N	0.00	74.00	81.40	N	0.00	81.40	10.0%	7.40
• Investigation (per investigation)	statutory TBC	N	0.00	statutory TBC	statutory TBC	N	0.00	statutory TBC		
• Granting an authorisation (per investigation)	statutory TBC	N	0.00	statutory TBC	statutory TBC	N	0.00	statutory TBC		
• Analysing a water sample under Regulation 10 (Private water Supplies (England) Regulations 2016)	statutory TBC	N	0.00	statutory TBC	statutory TBC	N	0.00	statutory TBC		
• Analysing a water sample taken during check monitoring	statutory TBC	N	0.00	statutory TBC	statutory TBC	N	0.00	statutory TBC		
• Analysing a sample taken during audit monitoring and monitoring under Regulation 11 (Private water Supplies (England) Regulations 2016)	statutory TBC	N	0.00	statutory TBC	statutory TBC	N	0.00	statutory 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)	155.00	N	0.00	155.00	155.00	N	0.00	155.00	0.0%	0.00
• PVR 1 and PVR II activities carried on at the same service station	257.00	N	0.00	257.00	257.00	N	0.00	257.00	0.0%	0.00
• Vehicle refinishers (b), any Part 2, Part 3 or Part 4 reduced fee activity	362.00	N	0.00	362.00	362.00	N	0.00	362.00	0.0%	0.00
• Any other Part B activity or any other solvent emission activity	1,650.00	N	0.00	1,650.00	1,650.00	N	0.00	1,650.00	0.0%	0.00
Application fee for grant of a permit for mobile plant (Fee payable for each permit to operate mobile plant)										
• 1st & 2nd Permit	1,650.00	N	0.00	1,650.00	1,650.00	N	0.00	1,650.00	0.0%	0.00
• 3rd – 7th Permit	985.00	N	0.00	985.00	985.00	N	0.00	985.00	0.0%	0.00
• 8th and subsequent permits	498.00	N	0.00	498.00	498.00	N	0.00	498.00	0.0%	0.00
Additional fees for a late application for an installation										
• Reduced fee activity	71.00	N	0.00	71.00	71.00	N	0.00	71.00	0.0%	0.00
• Any other Part B activity or any other solvent emission activity	1,188.00	N	0.00	1,188.00	1,188.00	N	0.00	1,188.00	0.0%	0.00
Additional fees for a late application for a mobile	1,188.00	N	0.00	1,188.00	1,188.00	N	0.00	1,188.00	0.0%	0.00
Fee for substantial change variation of permit										
• Reduced fee activity	102.00	N	0.00	102.00	102.00	N	0.00	102.00	0.0%	0.00
• Any other Part B activity or any other solvent emission activity	1,050.00	N	0.00	1,050.00	1,050.00	N	0.00	1,050.00	0.0%	0.00
• Substantial change in the operation of an installation for a Part B activity or solvent emission activity	1,650.00	N	0.00	1,650.00	1,650.00	N	0.00	1,650.00	0.0%	0.00
Transfer of a Permit										
• Partial transfer (no fee for total transfer) for a reduced fee activity	47.00	N	0.00	47.00	47.00	N	0.00	47.00	0.0%	0.00
• Partial transfer, £169 for a total transfer for any other part B activity or any other solvent emission activity	497.00	N	0.00	497.00	497.00	N	0.00	497.00	0.0%	0.00
• Part B mobile plant for fixed period of hire	53.00	N	0.00	53.00	53.00	N	0.00	53.00	0.0%	0.00
• Subsequent applications if plant user, operator and authority different	53.00	N	0.00	53.00	53.00	N	0.00	53.00	0.0%	0.00

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Subsistence Annual Charge for Installations										
Low Risk										
• Any part 1 reduced fee activity (other than those in items II and vehicle refinishers)	79.00	N	0.00	79.00	79.00	N	0.00	79.00	0.0%	0.00
• PVR I and PVR II activities carried on at the same service station	113.00	N	0.00	113.00	113.00	N	0.00	113.00	0.0%	0.00
• Vehicle refinishers (b), any Part 2, Part 3 or Part 4 reduced fee activity	228.00	N	0.00	228.00	228.00	N	0.00	228.00	0.0%	0.00
• Any other Part B activity or any other solvent emission activity	772.00	N	0.00	772.00	772.00	N	0.00	772.00	0.0%	0.00
Medium Risk										
• Any part 1 reduced fee activity (other than those in items II and vehicle refinishers)	158.00	N	0.00	158.00	158.00	N	0.00	158.00	0.0%	0.00
• PVR I and PVR II activities carried on at the same service station	226.00	N	0.00	226.00	226.00	N	0.00	226.00	0.0%	0.00
• Vehicle refinishers (b), any Part 2, Part 3 or Part 4 reduced fee activity	365.00	N	0.00	365.00	365.00	N	0.00	365.00	0.0%	0.00
• Any other Part B activity or any other solvent emission activity	1,161.00	N	0.00	1,161.00	1,161.00	N	0.00	1,161.00	0.0%	0.00
High Risk										
• Any part 1 reduced fee activity (other than those in items II and vehicle refinishers)	237.00	N	0.00	237.00	237.00	N	0.00	237.00	0.0%	0.00
• PVR I and PVR II activities carried on at the same service station	341.00	N	0.00	341.00	341.00	N	0.00	341.00	0.0%	0.00
• Vehicle refinishers (b), any Part 2, Part 3 or Part 4 reduced fee activity	548.00	N	0.00	548.00	548.00	N	0.00	548.00	0.0%	0.00
• Any other Part B activity or any other solvent emission activity	1,747.00	N	0.00	1,747.00	1,747.00	N	0.00	1,747.00	0.0%	0.00
Subsistence Annual Charge for installations										
Low Risk										
• 1st & 2nd Permit	626.00	N	0.00	626.00	626.00	N	0.00	626.00	0.0%	0.00
• 3rd – 7th Permit	385.00	N	0.00	385.00	385.00	N	0.00	385.00	0.0%	0.00
• 8th and subsequent permits	198.00	N	0.00	198.00	198.00	N	0.00	198.00	0.0%	0.00
Medium Risk										
• 1st & 2nd Permit	1,034.00	N	0.00	1,034.00	1,034.00	N	0.00	1,034.00	0.0%	0.00
• 3rd – 7th Permit	617.00	N	0.00	617.00	617.00	N	0.00	617.00	0.0%	0.00
• 8th and subsequent permits	314.00	N	0.00	314.00	314.00	N	0.00	314.00	0.0%	0.00
High Risk										
• 1st & 2nd Permit	1,551.00	N	0.00	1,551.00	1,551.00	N	0.00	1,551.00	0.0%	0.00
• 3rd – 7th Permit	924.00	N	0.00	924.00	924.00	N	0.00	924.00	0.0%	0.00
• 8th and subsequent permits	473.00	N	0.00	473.00	473.00	N	0.00	473.00	0.0%	0.00
• Late Payment Charge	52.00	N	0.00	52.00	52.00	N	0.00	52.00	0.0%	0.00
HEALTH & SAFETY										
• Charge for each 30 minutes or part thereof of staff time	64.90	N	0.00	64.90	73.00	N	0.00	73.00	12.5%	8.10
COSMETIC PIERCING, TATTOOING, ACUPUNCTURE & ELECTROLYSIS										
• Registration fee per application	147.00	N	0.00	147.00	161.00	N	0.00	161.00	9.5%	14.00
• Registration fee per individual	87.40	N	0.00	87.40	96.10	N	0.00	96.10	10.0%	8.70

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NEIGHBOURHOOD ENFORCEMENT										
ENVIRONMENTAL INFORMATION & REGULATIONS										
• Charge for each 30 minutes, or part thereof, of staff time	66.20	N	0.00	66.20	72.80	N	0.00	72.80	10.0%	6.60
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	28.70	N	0.00	28.70	31.50	N	0.00	31.50	9.8%	2.80
• Charges for works in default supervision (25% of total cost of work or £300 - which ever is the greatest)					25% of cost of works - min. £300					
HOUSING										
SELECTIVE LICENSING OF DESIGNATED AREAS - 4TH JULY 2022	582.00	N	0.00	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	759.00	N	0.00	759.00	834.00	N	0.00	834.00	9.9%	75.00
• Additional charge per additional bedroom	32.40	N	0.00	32.40	35.60	N	0.00	35.60	9.9%	3.20
• Compliance and enforcement fee	346.00	N	0.00	346.00	380.00	N	0.00	380.00	9.8%	34.00
• Full copy of Housing Licensing Register - HMOs and Selective Licensing					48.00	N	0.00	48.00	N/a	NEW
• Charges for Housing Act 2004 enforcement action	300.00	N	0.00	300.00	330.00	N	0.00	330.00	10.0%	30.00
• FCHO gas safe warrant - officer charge per hour	80.00	N	0.00	80.00	132.40	N	0.00	132.40	65.5%	52.40
PUBLIC HEALTH										
CONTAMINATED LAND INVESTIGATION										
• Provision of information from files	148.00	N	0.00	148.00	162.00	N	0.00	162.00	9.5%	14.00
• File/record search	306.00	N	0.00	306.00	336.00	N	0.00	336.00	9.8%	30.00
• Monitoring/Sampling on a time and materials charge	At cost	Y	At cost		At cost	Y	At cost		N/A	N/A

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ANIMAL HEALTH LICENCES										
Selling Animals										
• Selling animals as pets application fee	401.00 Renewal 341.00	N	0.00	401.00 Renewal 341.00	417.00 Renewal 354.00	N	0.00	417.00 Renewal 354.00	4.0%	16.00 - 13.00
• Selling animals as pets grant fee - 1 year	280.00 Renewal 219.00	N	0.00	280.00 Renewal 219.00	291.00 Renewal 227.00	N	0.00	291.00 Renewal 227.00	3.9%	11.00 - 08.00
• Selling animals as pets grant fee - 2 years	345.00 Renewal 287.00	N	0.00	345.00 Renewal 287.00	358.00 Renewal 298.00	N	0.00	358.00 Renewal 298.00	3.8%	13.00 - 11.00
• Selling animals as pets grant fee - 3 years	413.00 Renewal 354.00	N	0.00	413.00 Renewal 354.00	429.00 Renewal 368.00	N	0.00	429.00 Renewal 368.00	3.9%	16.00 - 14.00
• Selling animals as pets variation fee (per hour)	61.00	N	0.00	61.00	61.00	N	0.00	61.00	0.0%	0.00
Animal Boarding										
• Animal boarding - Home boarding licence application fee	261.00 Renewal 243.00	N	0.00	261.00 Renewal 243.00	271.00 Renewal 252.00	N	0.00	271.00 Renewal 252.00	3.8%	10.00 - 09.00
• Animal boarding - Home boarding licence grant fee - 1 year	188.00 Renewal 172.00	N	0.00	188.00 Renewal 172.00	195.00 Renewal 178.00	N	0.00	195.00 Renewal 178.00	3.7%	07.00 - 06.00
• Animal boarding - Home boarding licence grant fee - 2 years	256.00 Renewal 238.00	N	0.00	256.00 Renewal 238.00	266.00 Renewal 247.00	N	0.00	266.00 Renewal 247.00	3.9%	10.00 - 09.00
• Animal boarding - Home boarding licence grant fee - 3 years	321.00 Renewal 306.00	N	0.00	321.00 Renewal 306.00	333.00 Renewal 318.00	N	0.00	333.00 Renewal 318.00	3.7%	12.00 - 12.00
• Animal boarding - Home boarding licence variation fee (per hour)	61.00	N	0.00	61.00	61.00	N	0.00	61.00	0.0%	0.00
• Boarding of cats *or* dogs - Application fee <10 animals	399.00 Renewal 309.00	N	0.00	399.00 Renewal 309.00	414.00 Renewal 321.00	N	0.00	414.00 Renewal 321.00	3.8%	15.00 - 12.00
• Boarding of cats *or* dogs - Application fee 10 - 29 animals	432.00 Renewal 341.00	N	0.00	432.00 Renewal 341.00	449.00 Renewal 354.00	N	0.00	449.00 Renewal 354.00	3.9%	17.00 - 13.00
• Boarding of cats *or* dogs - Application fee >30 animals	466.00 Renewal 375.00	N	0.00	466.00 Renewal 375.00	484.00 Renewal 390.00	N	0.00	484.00 Renewal 390.00	3.9%	18.00 - 15.00
• Boarding of cats *or* dogs - Application fee >60 animals	498.00 Renewal 408.00	N	0.00	498.00 Renewal 408.00	517.00 Renewal 424.00	N	0.00	517.00 Renewal 424.00	3.8%	19.00 - 16.00
• Boarding of cats *or* dogs - Grant fee 1 Year <10 animals	294.00 Renewal 204.00	N	0.00	294.00 Renewal 204.00	305.00 Renewal 212.00	N	0.00	305.00 Renewal 212.00	3.7%	11.00 - 08.00
• Boarding of cats *or* dogs - Grant fee 1 Year 10 - 29 animals	442.00 Renewal 351.00	N	0.00	442.00 Renewal 351.00	459.00 Renewal 365.00	N	0.00	459.00 Renewal 365.00	3.8%	17.00 - 14.00
• Boarding of cats *or* dogs - Grant fee 1 Year >30 animals	492.00 Renewal 401.00	N	0.00	492.00 Renewal 401.00	511.00 Renewal 417.00	N	0.00	511.00 Renewal 417.00	3.9%	19.00 - 16.00
• Boarding of cats *or* dogs - Grant fee 1 Year >60 animals	541.00 Renewal 449.00	N	0.00	541.00 Renewal 449.00	562.00 Renewal 466.00	N	0.00	562.00 Renewal 466.00	3.9%	21.00 - 17.00
• Boarding of cats *or* dogs - Grant fee 2 Year <10 animals	362.00 Renewal 270.00	N	0.00	362.00 Renewal 270.00	376.00 Renewal 280.00	N	0.00	376.00 Renewal 280.00	3.9%	14.00 - 10.00
• Boarding of cats *or* dogs - Grant fee 2 Year 10 - 29 animals	508.00 Renewal 418.00	N	0.00	508.00 Renewal 418.00	528.00 Renewal 434.00	N	0.00	528.00 Renewal 434.00	3.9%	20.00 - 16.00
• Boarding of cats *or* dogs - Grant fee 2 Year >30 animals	558.00 Renewal 468.00	N	0.00	558.00 Renewal 468.00	580.00 Renewal 486.00	N	0.00	580.00 Renewal 486.00	3.9%	22.00 - 18.00
• Boarding of cats *or* dogs - Grant fee 2 Year >60 animals	607.00 Renewal 516.00	N	0.00	607.00 Renewal 516.00	631.00 Renewal 536.00	N	0.00	631.00 Renewal 536.00	4.0%	24.00 - 20.00

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• Boarding of cats *or* dogs - Grant fee 3 Year <10 animals	428.00 Renewal 338.00	N	0.00	428.00 Renewal 338.00	445.00 Renewal 351.00	N	0.00	445.00 Renewal 351.00	4.0%	17.00 - 13.00
• Boarding of cats *or* dogs - Grant fee 3 Year 10 - 29 animals	575.00 Renewal 484.00	N	0.00	575.00 Renewal 484.00	598.00 Renewal 503.00	N	0.00	598.00 Renewal 503.00	4.0%	23.00 - 19.00
• Boarding of cats *or* dogs - Grant fee 3 Year >30 animals	625.00 Renewal 535.00	N	0.00	625.00 Renewal 535.00	650.00 Renewal 556.00	N	0.00	650.00 Renewal 556.00	4.0%	25.00 - 21.00
• Boarding of cats *or* dogs - Grant fee 3 Year >60 animals	675.00 Renewal 583.00	N	0.00	675.00 Renewal 583.00	702.00 Renewal 606.00	N	0.00	702.00 Renewal 606.00	4.0%	27.00 - 23.00
• Boarding of cats *or* dogs - Variation fee (per hour)	61.00	N	0.00	61.00	61.00	N	0.00	61.00	0.0%	0.00
• Boarding of cats *and* dogs - Application fee <10 animals	466.00 Renewal 375.00	N	0.00	466.00 Renewal 375.00	484.00 Renewal 390.00	N	0.00	484.00 Renewal 390.00	3.9%	18.00 - 15.00
• Boarding of cats *and* dogs - Application fee 10 - 29 animals	498.00 Renewal 408.00	N	0.00	498.00 Renewal 408.00	517.00 Renewal 424.00	N	0.00	517.00 Renewal 424.00	3.8%	19.00 - 16.00
• Boarding of cats *and* dogs - Application fee >30 animals	530.00 Renewal 440.00	N	0.00	530.00 Renewal 440.00	551.00 Renewal 457.00	N	0.00	551.00 Renewal 457.00	4.0%	21.00 - 17.00
• Boarding of cats *and* dogs - Application fee >60 animals	563.00 Renewal 473.00	N	0.00	563.00 Renewal 473.00	585.00 Renewal 491.00	N	0.00	585.00 Renewal 491.00	3.9%	22.00 - 18.00
• Boarding of cats *and* dogs - Grant fee 1 Year <10 animals	327.00 Renewal 237.00	N	0.00	327.00 Renewal 237.00	340.00 Renewal 246.00	N	0.00	340.00 Renewal 246.00	4.0%	13.00 - 09.00
• Boarding of cats *and* dogs - Grant fee 1 Year 10 - 29 animals	433.00 Renewal 341.00	N	0.00	433.00 Renewal 341.00	450.00 Renewal 354.00	N	0.00	450.00 Renewal 354.00	3.9%	17.00 - 13.00
• Boarding of cats *and* dogs - Grant fee 1 Year >30 animals	492.00 Renewal 468.00	N	0.00	492.00 Renewal 468.00	511.00 Renewal 486.00	N	0.00	511.00 Renewal 486.00	3.9%	19.00 - 18.00
• Boarding of cats *and* dogs - Grant fee 1 Year >60 animals	541.00 Renewal 449.00	N	0.00	541.00 Renewal 449.00	562.00 Renewal 466.00	N	0.00	562.00 Renewal 466.00	3.9%	21.00 - 17.00
• Boarding of cats *and* dogs - Grant fee 2 Year <10 animals	395.00 Renewal 305.00	N	0.00	395.00 Renewal 305.00	410.00 Renewal 317.00	N	0.00	410.00 Renewal 317.00	3.8%	15.00 - 12.00
• Boarding of cats *and* dogs - Grant fee 2 Year 10 - 29 animals	508.00 Renewal 418.00	N	0.00	508.00 Renewal 418.00	528.00 Renewal 434.00	N	0.00	528.00 Renewal 434.00	3.9%	20.00 - 16.00
• Boarding of cats *and* dogs - Grant fee 2 Year >30 animals	558.00 Renewal 468.00	N	0.00	558.00 Renewal 468.00	580.00 Renewal 486.00	N	0.00	580.00 Renewal 486.00	3.9%	22.00 - 18.00
• Boarding of cats *and* dogs - Grant fee 2 Year >60 animals	607.00 Renewal 516.00	N	0.00	607.00 Renewal 516.00	631.00 Renewal 536.00	N	0.00	631.00 Renewal 536.00	4.0%	24.00 - 20.00
• Boarding of cats *and* dogs - Grant fee 3 Year <10 animals	461.00 Renewal 370.00	N	0.00	461.00 Renewal 370.00	479.00 Renewal 384.00	N	0.00	479.00 Renewal 384.00	3.9%	18.00 - 14.00
• Boarding of cats *and* dogs - Grant fee 3 Year 10 - 29 animals	575.00 Renewal 484.00	N	0.00	575.00 Renewal 484.00	598.00 Renewal 503.00	N	0.00	598.00 Renewal 503.00	4.0%	23.00 - 19.00
• Boarding of cats *and* dogs - Grant fee 3 Year >30 animals	625.00 Renewal 535.00	N	0.00	625.00 Renewal 535.00	650.00 Renewal 556.00	N	0.00	650.00 Renewal 556.00	4.0%	25.00 - 21.00
• Boarding of cats *and* dogs - Grant fee 3 Year >60 animals	675.00 Renewal 583.00	N	0.00	675.00 Renewal 583.00	702.00 Renewal 606.00	N	0.00	702.00 Renewal 606.00	4.0%	27.00 - 23.00
• Boarding of cats *and* dogs - Variation fee (per hour)	61.00	N	0.00	61.00	61.00	N	0.00	61.00	0.0%	0.00

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Providing Day Care for Dogs										
• Day care for dogs - Application fee	446.00 Renewal 309.00	N	0.00	446.00 Renewal 309.00	463.00 Renewal 321.00	N	0.00	463.00 Renewal 321.00	3.8%	17.00 - 12.00
• Day care for dogs - Grant fee - 1 year	340.00 Renewal 204.00	N	0.00	340.00 Renewal 204.00	353.00 Renewal 212.00	N	0.00	353.00 Renewal 212.00	3.8%	13.00 - 08.00
• Day care for dogs - Grant fee - 2 years	408.00 Renewal 270.00	N	0.00	408.00 Renewal 270.00	424.00 Renewal 280.00	N	0.00	424.00 Renewal 280.00	3.9%	16.00 - 10.00
• Day care for dogs - Grant fee - 3 years	474.00 Renewal 338.00	N	0.00	474.00 Renewal 338.00	492.00 Renewal 351.00	N	0.00	492.00 Renewal 351.00	3.8%	18.00 - 13.00
• Day care for dogs - Variation fee	61.00	N	0.00	61.00	61.00	N	0.00	61.00	0.0%	0.00
Dog Breeding										
• Dog breeding licence - Residential application fee	350.00 Renewal 309.00	N	0.00	350.00 Renewal 309.00	364.00 Renewal 321.00	N	0.00	364.00 Renewal 321.00	4.0%	14.00 - 12.00
• Dog breeding licence - Commercial application fee	415.00 Renewal 375.00	N	0.00	415.00 Renewal 375.00	431.00 Renewal 390.00	N	0.00	431.00 Renewal 390.00	3.9%	16.00 - 15.00
• Dog breeding licence - Residential grant fee - 1 year	245.00 Renewal 204.00	N	0.00	245.00 Renewal 204.00	254.00 Renewal 212.00	N	0.00	254.00 Renewal 212.00	3.7%	09.00 - 08.00
• Dog breeding licence - Residential grant fee - 2 years	312.00 Renewal 270.00	N	0.00	312.00 Renewal 270.00	324.00 Renewal 280.00	N	0.00	324.00 Renewal 280.00	3.8%	12.00 - 10.00
• Dog breeding licence - Residential grant fee - 3 years	378.00 Renewal 338.00	N	0.00	378.00 Renewal 338.00	393.00 Renewal 351.00	N	0.00	393.00 Renewal 351.00	4.0%	15.00 - 13.00
• Dog breeding licence - Commercial grant fee - 1 year	276.00 Renewal 237.00	N	0.00	276.00 Renewal 237.00	287.00 Renewal 246.00	N	0.00	287.00 Renewal 246.00	4.0%	11.00 - 09.00
• Dog breeding licence - Commercial grant fee - 2 years	344.00 Renewal 305.00	N	0.00	344.00 Renewal 305.00	357.00 Renewal 317.00	N	0.00	357.00 Renewal 317.00	3.8%	13.00 - 12.00
• Dog breeding licence - Commercial grant fee - 3 years	411.00 Renewal 370.00	N	0.00	411.00 Renewal 370.00	427.00 Renewal 384.00	N	0.00	427.00 Renewal 384.00	3.9%	16.00 - 14.00
• Dog breeding licence - Variation fee (per hour)	61.00	N	0.00	61.00	61.00	N	0.00	61.00	0.0%	0.00
Hiring out Horses										
• Hiring out horses - Application fee <10 horses	368.00 Renewal 309.00	N	0.00	368.00 Renewal 309.00	382.00 Renewal 321.00	N	0.00	382.00 Renewal 321.00	3.8%	14.00 - 12.00
• Hiring out horses - Application fee <49 horses	499.00 Renewal 440.00	N	0.00	499.00 Renewal 440.00	518.00 Renewal 457.00	N	0.00	518.00 Renewal 457.00	3.8%	19.00 - 17.00
• Hiring out horses - Application fee >50 horses	631.00 Renewal 572.00	N	0.00	631.00 Renewal 572.00	656.00 Renewal 594.00	N	0.00	656.00 Renewal 594.00	4.0%	25.00 - 22.00
• Hiring out horses - Grant fee - 1 year	131.00 Renewal 73.00	N	0.00	131.00 Renewal 73.00	136.00 Renewal 75.00	N	0.00	136.00 Renewal 75.00	3.8%	05.00 - 02.00
• Hiring out horses - Grant fee <10 horses - 2 years	329.00 Renewal 269.00	N	0.00	329.00 Renewal 269.00	342.00 Renewal 279.00	N	0.00	342.00 Renewal 279.00	4.0%	13.00 - 10.00
• Hiring out horses - Grant fee <49 horses - 2 years	460.00 Renewal 401.00	N	0.00	460.00 Renewal 401.00	478.00 Renewal 417.00	N	0.00	478.00 Renewal 417.00	3.9%	18.00 - 16.00
• Hiring out horses - Grant fee >50 horses - 2 years	592.00 Renewal 531.00	N	0.00	592.00 Renewal 531.00	615.00 Renewal 552.00	N	0.00	615.00 Renewal 552.00	3.9%	23.00 - 21.00
• Hiring out horses - Grant fee <10 horses - 3 years	658.00 Renewal 599.00	N	0.00	658.00 Renewal 599.00	684.00 Renewal 622.00	N	0.00	684.00 Renewal 622.00	4.0%	26.00 - 23.00
• Hiring out horses - Grant fee <49 horses - 3 years	921.00 Renewal 862.00	N	0.00	921.00 Renewal 862.00	957.00 Renewal 896.00	N	0.00	957.00 Renewal 896.00	3.9%	36.00 - 34.00
• Hiring out horses - Grant fee >50 horses - 3 years	1183.00 Renewal 80.00	N	0.00	1183.00 Renewal 80.00	1230.00 Renewal 83.00	N	0.00	1230.00 Renewal 83.00	4.0%	47.00 - 03.00
• Hiring out horses - Variation fee (per hour)	61.00	N	0.00	61.00	61.00	N	0.00	61.00	0.0%	0.00

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Zoo Licence										
• Zoo licence - New application fee	450.00	N	0.00	450.00	450.00	N	0.00	450.00	0.0%	0.00
• Zoo licence - grant fee (4 year licence)	1,255.00	N	0.00	1,255.00	1,255.00	N	0.00	1,255.00	0.0%	0.00
• Zoo licence - Renewal fee (6 year licence)	1,945.00	N	0.00	1,945.00	1,945.00	N	0.00	1,945.00	0.0%	0.00
• Zoo licence - transfer fee (per hour)	61.00	N	0.00	61.00	61.00	N	0.00	61.00	0.0%	0.00
Dangerous Wild Animals and Primates										
• Dangerous wild animals - Application fee - For any other animal	408.00	N	0.00	408.00	408.00	N	0.00	408.00	0.0%	0.00
• Dangerous wild animals - Grant fee - 2 years	137.00	N	0.00	137.00	137.00	N	0.00	137.00	0.0%	0.00
• Primates - Grant Fee - 3 years					225.00	N	0.00	225.00	N/a	New
• Dangerous wild animals and primates - Variation fee (per hour)	61.00	N	0.00	61.00	61.00	N	0.00	61.00	0.0%	0.00
Keeping of Animals for Exhibition										
• Keeping of animals for exhibition - Application fee	446.00 Renewal 308.00	N	0.00	446.00 Renewal 308.00	463.00 Renewal 320.00	N	0.00	463.00 Renewal 320.00	3.8%	17.00 - 12.00
• Keeping of animals for exhibition - Grant fee - 3 years	343.00 Renewal 206.00	N	0.00	343.00 Renewal 206.00	356.00 Renewal 214.00	N	0.00	356.00 Renewal 214.00	3.8%	13.00 - 08.00
• Keeping of animals for exhibition - Variation fee (per hour)	61.00	N	0.00	61.00	61.00	N	0.00	61.00	0.0%	0.00
Miscellaneous Fees										
• Applicant request for re-inspection (per hour)	61.00	N	0.00	61.00	61.00	N	0.00	61.00	0.0%	0.00
• Officer time for withdrawn/rejected application (per hour)	61.00	N	0.00	61.00	61.00	N	0.00	50.00	0.0%	0.00
The above licence fees are subject to veterinary fees incurred										

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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	42.00	N	0.00	42.00	46.00	N	0.00	46.00	9.5%	4.00
• Exceeding 30 kg but not exceeding 250 kg	74.00	N	0.00	74.00	81.00	N	0.00	81.00	9.5%	7.00
• Exceeding 250 kg but not exceeding 1 tonne	118.00	N	0.00	118.00	129.00	N	0.00	129.00	9.3%	11.00
• Exceeding 1 tonne but not exceeding 5 tonne	187.00	N	0.00	187.00	205.00	N	0.00	205.00	9.6%	18.00
• Exceeding 5 tonne but not exceeding 30 tonne	362.00	N	0.00	362.00	398.00	N	0.00	398.00	9.9%	36.00
• Exceeding 30 tonne	574.00	N	0.00	574.00	631.00	N	0.00	631.00	9.9%	57.00
Where labour & 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)	86.00	N	0.00	86.00	94.00	N	0.00	94.00	9.3%	8.00
SINGLE / MULTI GRADE TYPES										
• First nozzle tested, per visit per site	111.00	N	0.00	111.00	122.00	N	0.00	122.00	9.9%	11.00
• Each additional nozzle tested	86.00	N	0.00	86.00	94.00	N	0.00	94.00	9.3%	8.00
WEIGHTS										
• Not exceeding 5 kg	9.00	N	0.00	9.00	9.00	N	0.00	9.00	0.0%	0.00
• Exceeding 5 kg	14.00	N	0.00	14.00	15.00	N	0.00	15.00	7.1%	1.00
LINEAR MEASURES										
• Not exceeding 3 metres	16.00	N	0.00	16.00	17.00	N	0.00	17.00	6.3%	1.00
• Exceeding 3 metres	21.00	N	0.00	21.00	23.00	N	0.00	23.00	9.5%	2.00
CAPACITY MEASURES										
• Unsubdivided Per measure	11.00	N	0.00	11.00	12.00	N	0.00	12.00	9.1%	1.00
• Subdivided Per measure	16.00	N	0.00	16.00	17.00	N	0.00	17.00	6.3%	1.00
OTHER WEIGHING AND MEASURING EQUIPMENT										
• All other weighing and measuring equipment (per person per hour)	86.00	N	0.00	86.00	94.00	N	0.00	94.00	9.3%	8.00
TESTING OF WEIGHING AND MEASURING EQUIPMENT (CALIBRATION)										
WEIGHTS (WITH CERTIFICATE OF TEST)										
• Not exceeding 5kg (10 lb)	12.40	N	0.00	12.40	13.60	N	0.00	13.60	9.7%	1.20
• Exceeding 5 kg (10 lb) but not exceeding 25 kg (56 lb)	17.40	N	0.00	17.40	19.10	N	0.00	19.10	9.8%	1.70
• Exceeding 25 kg (56 lb)	30.00	N	0.00	30.00	33.00	N	0.00	33.00	10.0%	3.00
• Adjustment service per weight	8.20	N	0.00	8.20	9.00	N	0.00	9.00	9.8%	0.80
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)	17.00	N	0.00	17.00	18.00	N	0.00	18.00	5.9%	1.00
• Exceeding 3 metres (10 feet)	24.00	N	0.00	24.00	26.00	N	0.00	26.00	8.3%	2.00
A surcharge of 10% is applicable if the submission is fewer than 5 items in total.										

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OTHER										
• Request tests of trade equipment	As per verification fees	N	0.00	As per verification fees	As per verification fees	N	0.00	As per verification fees		
• All other weighing and measuring equipment incl. the provision of certificate of accuracy (Per person per hour)	86.00	N	0.00	86.00	94.00	N	0.00	94.00	9.3%	8.00
• Additional copies of certificate of accuracy	12.40	N	0.00	12.40	13.60	N	0.00	13.60	9.7%	1.20
Do You Pass Training Course										
• 1st attendee	74.00	N	0.00	74.00	81.00	N	0.00	81.00	9.5%	7.00
• 2nd and subsequent attendees from same premises	61.00	N	0.00	61.00	67.00	N	0.00	67.00	9.8%	6.00
• Business Advice hourly rate	86.00	N	0.00	86.00	94.00	N	0.00	94.00	9.3%	8.00
HACKNEY & PRIVATE HIRE LICENCES										
Hackney Vehicle Licence - Full Year One Test	246.00	N	0.00	246.00	183.00	N	0.00	183.00	-25.6%	-63.00
Hackney Vehicle Licence - Full Year Two Tests	286.00	N	0.00	286.00	223.00	N	0.00	223.00	-22.0%	-63.00
Hackney Vehicle Licence (Renewal - One Test)	231.00	N	0.00	231.00	168.00	N	0.00	168.00	-27.3%	-63.00
Hackney Vehicle Licence (Renewal - Two tests)	271.00	N	0.00	271.00	208.00	N	0.00	208.00	-23.2%	-63.00
Private Hire Vehicle - One Test	244.00	N	0.00	244.00	182.00	N	0.00	182.00	-25.4%	-62.00
Private Hire Vehicle - Two Tests	284.00	N	0.00	284.00	222.00	N	0.00	222.00	-21.8%	-62.00
Private Hire Vehicle Renewal - One Test	231.00	N	0.00	231.00	168.00	N	0.00	168.00	-27.3%	-63.00
Private Hire Vehicle - Renewal - Two Tests	271.00	N	0.00	271.00	208.00	N	0.00	208.00	-23.2%	-63.00
Vehicle Change	120.00	N	0.00	120.00	108.00	N	0.00	108.00	-10.0%	-12.00
Vehicle Re-tests (full)	40.00	N	0.00	40.00	40.00	N	0.00	40.00	0.0%	0.00
Vehicle Re-tests (minor)	20.00	N	0.00	20.00	20.00	N	0.00	20.00	0.0%	0.00
Owner Change	20.00	N	0.00	20.00	20.00	N	0.00	20.00	0.0%	0.00
Drivers Licence - Online - Grant (3 year)	210.00	N	0.00	210.00	196.00	N	0.00	196.00	-6.7%	-14.00
Drivers Licence - Online - Renewal (3 year)	128.00	N	0.00	128.00	118.00	N	0.00	118.00	-7.8%	-10.00
Drivers Proficiency Re-tests	40.00	N	0	40.00	40.00	N	0.00	40.00	0.0%	0.00
Drivers Awareness Course (fail to attend fee)	40.00	N	0.00	40.00	40.00	N	0.00	40.00	0.0%	0.00
OPERATORS LICENCE - WITHOUT STAR RATING ONE YEAR										
• 1 Vehicle	165.00	N	0.00	165.00	156.00	N	0.00	156.00	-5.5%	-9.00
• 2-10 Vehicles	222.00	N	0.00	222.00	218.00	N	0.00	218.00	-1.8%	-4.00
• 11-50 Vehicles	395.00	N	0.00	395.00	395.00	N	0.00	395.00	0.0%	0.00
• 51-99 Vehicles	488.00	N	0.00	488.00	490.00	N	0.00	490.00	0.4%	2.00
• 100-199 Vehicles	580.00	N	0.00	580.00	585.00	N	0.00	585.00	0.9%	5.00
• 200-299 Vehicles	672.00	N	0.00	672.00	680.00	N	0.00	680.00	1.2%	8.00
• 300-399 Vehicles	764.00	N	0.00	764.00	775.00	N	0.00	775.00	1.4%	11.00
• 400+ Vehicles	857.00	N	0.00	857.00	871.00	N	0.00	871.00	1.6%	14.00
OPERATORS LICENCE - WITHOUT STAR RATING FIVE YEAR										
• 1 Vehicle	454.00	N	0.00	454.00	456.00	N	0.00	456.00	0.4%	2.00
• 2-10 Vehicles	751.00	N	0.00	751.00	762.00	N	0.00	762.00	1.5%	11.00
• 11-50 Vehicles	1,607.00	N	0.00	1,607.00	1,646.00	N	0.00	1,646.00	2.4%	39.00
• 51-99 Vehicles	2,437.00	N	0.00	2,437.00	2,122.00	N	0.00	2,122.00	-12.9%	-315.00
• 100-199 Vehicles	2,530.00	N	0.00	2,530.00	2,598.00	N	0.00	2,598.00	2.7%	68.00
• 200-299 Vehicles	2,991.00	N	0.00	2,991.00	3,074.00	N	0.00	3,074.00	2.8%	83.00
• 300 -399 Vehicles	3,452.00	N	0.00	3,452.00	3,550.00	N	0.00	3,550.00	2.8%	98.00
• 400+ Vehicles	3,913.00	N	0.00	3,913.00	4,026.00	N	0.00	4,026.00	2.9%	113.00

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SUPPLEMENTARY CHARGES										
• Replacement Plates (Each)	10.00	N	0.00	10.00	11.00	N	0.00	11.00	10.0%	1.00
• Plates Securing Bracket (L Shape)	15.00	N	0.00	15.00	16.00	N	0.00	16.00	6.7%	1.00
• Plates Securing Bracket (Flat Shape)	8.00	N	0.00	8.00	8.00	N	0.00	8.00	0.0%	0.00
• Plate holders - each	10.00	N	0.00	10.00	11.00	N	0.00	11.00	10.0%	1.00
• Cancelled/Failed to Attend Vehicle Test (Less than 48 hours notice given)	40.00	N	0.00	40.00	40.00	N	0.00	40.00	0.0%	0.00
• Cancelled/Failed to Attend Driver Proficiency Test (Less than 48 hours notice given)	20.00	N	0.00	20.00	40.00	N	0.00	40.00	100.0%	20.00
• NEW Fee deduction for withdrawn application (pre-panel)en)					30.00	N	0.00	30.00	N/a	N/a
• NEW Fee deduction following driver panel process/refusal at panel					120.00	N	0.00	120.00	N/a	N/a
• Pre-application advice per hour	80.00	N	0.00	80.00	80.00	N	0.00	80.00	0.0%	0.00
• Hackney Carriage door signs	5.00	N	0.00	5.00	5.00	N	0.00	5.00	0.0%	0.00
• New driver appointment - re-booking	10.00	N	0.00	10.00	10.00	N	0.00	10.00	0.0%	0.00
• Replacement driver badge	5.00	N	0.00	5.00	5.00	N	0.00	5.00	0.0%	0.00
STREET TRADING LICENCES										
• Street trading consents and licences - (Ice Cream / Veg) - Yearly	887.00	N	0.00	887.00	975.00	N	0.00	975.00	9.9%	88.00
• Street trading consents and licences - (Ice Cream / Veg) - 6 Months	457.00	N	0.00	457.00	502.00	N	0.00	502.00	9.8%	45.00
• Street trading consents (Other traders) - Yearly	759.00	N	0.00	759.00	834.00	N	0.00	834.00	9.9%	75.00
• Street trading consents (Other traders) - 6 Months	379.00	N	0.00	379.00	416.00	N	0.00	416.00	9.8%	37.00
• Street trading assistant	27.00	N	0.00	27.00	29.00	N	0.00	29.00	7.4%	2.00
• Street trading licences Town Centre - Per Quarter	1,280.00	N	0.00	1,280.00	1,408.00	N	0.00	1,408.00	10.0%	128.00
STREET TRADING - DAILY FEES:										
• 1st Day	73.00	N	0.00	73.00	80.00	N	0.00	80.00	9.6%	7.00
• 2nd and Subsequent Days	40.00	N	0.00	40.00	44.00	N	0.00	44.00	10.0%	4.00
STREET TRADING – MISCELLANEOUS										
• Uppermill Weekly Market	140.00	N	0.00	140.00	154.00	N	0.00	154.00	10.0%	14.00
CAR BOOT / TABLE TOP SALES										
• Up to 20 stalls	53.00	N	0.00	53.00	58.00	N	0.00	58.00	9.4%	5.00
• Additional stalls - per stall	2.10	N	0.00	2.10	2.30	N	0.00	2.30	9.5%	0.20
SCRAP METAL LICENCES										
SCRAP METAL DEALER SITE LICENCE										
• New	811.60	N	0.00	811.60	892.70	N	0.00	892.70	10.0%	81.10
• Per additional site	727.80	N	0.00	727.80	800.50	N	0.00	800.50	10.0%	72.70
• Renewal	598.90	N	0.00	598.90	658.70	N	0.00	658.70	10.0%	59.80
• Renewal per additional site	515.10	N	0.00	515.10	566.60	N	0.00	566.60	10.0%	51.50
• Minor variation	38.70	N	0.00	38.70	42.50	N	0.00	42.50	9.8%	3.80
SCRAP METAL COLLECTORS LICENCE										
• New	341.40	N	0.00	341.40	375.50	N	0.00	375.50	10.0%	34.10
• Renewal	290.00	N	0.00	290.00	319.00	N	0.00	319.00	10.0%	29.00
• Minor Variation	38.70	N	0.00	38.70	42.50	N	0.00	42.50	9.8%	3.80
BETTING AND ADULT ENTERTAINMENT LICENCES										
GAMBLING ACT 2005										
BINGO PREMISES										
• New	Stautory TBC	N	0.00	stautory TBC	Stautory TBC	N	0.00	stautory TBC		
• Annual Fee	704.80	N	0.00	704.80	775.20	N	0.00	775.20	10.0%	70.40
• Variation	1,364.30	N	0.00	1,364.30	1,500.70	N	0.00	1,500.70	10.0%	136.40
• Provisional Statement	1,057.30	N	0.00	1,057.30	1,163.00	N	0.00	1,163.00	10.0%	105.70
• Transfer	712.70	N	0.00	712.70	783.90	N	0.00	783.90	10.0%	71.20
• Reinstatement	712.70	N	0.00	712.70	783.90	N	0.00	783.90	10.0%	71.20

DESCRIPTION OF FEES	2025/26 Charges				PROPOSED 2026/27 Charges				NET VARIANCE FROM PREVIOUS YEAR	
	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	% CHANGE	£ CHANGE EXCL. VAT
BETTING PREMISES (EXCLUDING TRACKS)										
• New	statutory TBC	N	0.00	statutory TBC	statutory TBC	N	0.00	statutory TBC		
• Annual Fee	statutory TBC	N	0.00	statutory TBC	statutory TBC	N	0.00	statutory TBC		
• Variation	statutory TBC	N	0.00	statutory TBC	statutory TBC	N	0.00	statutory TBC		
• Provisional Statement	statutory TBC	N	0.00	statutory TBC	statutory TBC	N	0.00	statutory TBC		
• Transfer	statutory TBC	N	0.00	statutory TBC	statutory TBC	N	0.00	statutory TBC		
• Reinstatement	statutory TBC	N	0.00	statutory TBC	statutory TBC	N	0.00	statutory TBC		
TRACKS										
• New	statutory TBC	N	0.00	statutory TBC	statutory TBC	N	0.00	statutory TBC		
• Annual Fee	statutory TBC	N	0.00	statutory TBC	statutory TBC	N	0.00	statutory TBC		
• Variation	statutory TBC	N	0.00	statutory TBC	statutory TBC	N	0.00	statutory TBC		
• Provisional Statement	statutory TBC	N	0.00	statutory TBC	statutory TBC	N	0.00	statutory TBC		
• Transfer	statutory TBC	N	0.00	statutory TBC	statutory TBC	N	0.00	statutory TBC		
• Reinstatement	statutory TBC	N	0.00	statutory TBC	statutory TBC	N	0.00	statutory TBC		
FAMILY ENTERTAINMENT CENTRE										
• New	statutory TBC	N	0.00	statutory TBC	statutory TBC	N	0.00	statutory TBC		
• Annual Fee	statutory TBC	N	0.00	statutory TBC	statutory TBC	N	0.00	statutory TBC		
• Variation	statutory TBC	N	0.00	statutory TBC	statutory TBC	N	0.00	statutory TBC		
• Provisional Statement	statutory TBC	N	0.00	statutory TBC	statutory TBC	N	0.00	statutory TBC		
• Transfer	statutory TBC	N	0.00	statutory TBC	statutory TBC	N	0.00	statutory TBC		
• Reinstatement	statutory TBC	N	0.00	statutory TBC	statutory TBC	N	0.00	statutory TBC		
ADULT GAMING CENTRE										
• New	statutory TBC	N	0.00	statutory TBC	statutory TBC	N	0.00	statutory TBC		
• Annual Fee	statutory TBC	N	0.00	statutory TBC	statutory TBC	N	0.00	statutory TBC		
• Variation	statutory TBC	N	0.00	statutory TBC	statutory TBC	N	0.00	statutory TBC		
• Provisional Statement	statutory TBC	N	0.00	statutory TBC	statutory TBC	N	0.00	statutory TBC		
• Transfer	statutory TBC	N	0.00	statutory TBC	statutory TBC	N	0.00	statutory TBC		
• Reinstatement	statutory TBC	N	0.00	statutory TBC	statutory TBC	N	0.00	statutory TBC		
• Notification of change	statutory TBC	N	0.00	statutory TBC	statutory TBC	N	0.00	statutory TBC		
• Sex Shop Licence	475.10	N	0.00	475.10	522.60	N	0.00	522.60	10.0%	47.50
• Sexual entertainment venue	950.40	N	0.00	950.40	1,045.40	N	0.00	1,045.40	10.0%	95.00
OTHER LICENCES										
DISTRIBUTION OF FREE PRINTED MATTER										
• Daily Licence	53.50	N	0.00	53.50	58.80	N	0.00	58.80	9.9%	5.30
• Quarterly Licence	258.10	N	0.00	258.10	283.90	N	0.00	283.90	10.0%	25.80
• Yearly Licence	516.20	N	0.00	516.20	567.80	N	0.00	567.80	10.0%	51.60
• Additional Badge	18.20	N	0.00	18.20	20.00	N	0.00	20.00	9.9%	1.80
• Replacement Badge	18.20	N	0.00	18.20	20.00	N	0.00	20.00	9.9%	1.80
HIGHWAYS PERMITS										
Pavement Café Licence										
• Grant	205.80	N	0.00	205.80	226.30	N	0.00	226.30	10.0%	20.50
• Renewal	115.90	N	0.00	115.90	127.40	N	0.00	127.40	9.9%	11.50
• Pavement licence - Business & Planning Act	75.10	N	0.00	75.10	82.60	N	0.00	82.60	10.0%	7.50
• Placing materials on	75.10	N	0.00	75.10	82.60	N	0.00	82.60	10.0%	7.50

DESCRIPTION OF FEES	2025/26 Charges				PROPOSED 2026/27 Charges				NET VARIANCE FROM PREVIOUS YEAR	
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PEST CONTROL										
DOMESTIC PREMISES										
• Treatment for - Rats (domestic dwelling) **	46.67	Y	9.33	56.00	51.67	Y	10.33	62.00	10.7%	5.00
• Treatment for - Mice **	46.67	Y	9.33	56.00	51.67	Y	10.33	62.00	10.7%	5.00
• Treatment for - Cockroaches **	60.00	Y	12.00	72.00	65.83	Y	13.17	79.00	9.7%	5.83
• Treatment for Bed Bugs **	94.17	Y	18.83	113.00	103.33	Y	20.67	124.00	9.7%	9.17
• Treatment for fleas **	94.17	Y	18.83	113.00	103.33	Y	20.67	124.00	9.7%	9.17
• Treatment for wasps nests - **TWO VISITS**	115.00	Y	23.00	138.00	126.50	Y	25.30	151.80	10.0%	11.50
• Treatment for squirrels (including the lure of traps and one return visit)	112.50	Y	22.50	135.00	124.17	Y	24.83	149.00	10.4%	11.67
• Subsequent visits	35.83	Y	7.17	43.00	39.17	Y	7.83	47.00	9.3%	3.33
• Callout charge - no treatment necessary	27.50	Y	5.50	33.00	30.00	Y	6.00	36.00	9.1%	2.50
• Key 7 collection charge	27.50	Y	5.50	33.00	30.00	Y	6.00	36.00	9.1%	2.50
**** No charges will be levied for owner-occupied, domestic properties for these public health related services.**										
COMMERCIAL PREMISES										
• Treatment for public health pests - rats, mice, cockroaches in privately rented properties	114.17	Y	22.83	137.00	125.83	Y	25.17	151.00	10.2%	11.67
BASIC/STARTER CONTRACT										
• Cover for rodents only. Includes 4 x visits per year	357.50	Y	71.50	429.00	393.33	Y	78.67	472.00	10.0%	35.83
	0.00	Y	0.00	0.00	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)	418.33	Y	83.67	502.00	460.00	Y	92.00	552.00	10.0%	41.67
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)	537.50	Y	107.50	645.00	591.67	Y	118.33	710.00	10.1%	54.17
ADVANCED CONTRACT										
• Cover includes rodents and most insects (does not include wood boring beetles). Includes 8 visits per year	775.83	Y	155.17	931.00	853.33	Y	170.67	1,024.00	10.0%	77.50
ADDITIONAL HOURLY RATES FOR VISITS/TREATMENTS										
• Hourly rate for all treatments	96.67	Y	19.33	116.00	106.67	Y	21.33	128.00	10.3%	10.00
ADDITIONAL OPERATIVE										
• Hourly rate	49.17	Y	9.83	59.00	54.17	Y	10.83	65.00	10.2%	5.00
• Reclamation fee for the recovery of dogs from the Manchester and district home for lost dogs (price fixed bylLaw)	30.00	N	0.00	30.00	33.00	N	0.00	33.00	10.0%	3.00
• Kennelling and detention costs	statutory TBC	N	0.00	statutory TBC	statutory TBC	N	0.00	statutory TBC		
• Kennelling and detention costs - out of hours	statutory TBC	N	0.00	statutory TBC	statutory TBC	N	0.00	statutory TBC		
• Admin costs	statutory TBC	N	0.00	statutory TBC	statutory TBC	N	0.00	statutory TBC		
• Administrative charge for default work at a maximum of £300	25.0%	N	0.00	25.0%	25.0%	N	0.00	25.0%	0.0%	0.00
• Formal responses to requests for technical information from Insurance companies etc. relative to drainage investigations etc. Per letter	189.00	N	0.00	189.00	208.00	N	0.00	208.00	10.1%	19.00

DESCRIPTION OF FEES	2025/26 Charges				PROPOSED 2026/27 Charges				NET VARIANCE FROM PREVIOUS YEAR	
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SECURITY & RESPONSE										
PATROLLING AND GUARDING SERVICES										
BUILDING SERVICES										
• Opening of a building (must also be a key holder) (per opening)	27.00	Y	5.40	32.40	29.70	Y	5.94	35.64	10.0%	2.70
Annual patrolling contracts										
• Annual patrolling contract (public/third sector)	2,611.00	Y	522.20	3,133.20	2,872.10	Y	574.42	3,446.52	10.0%	261.10
• Annual patrolling contract (private sector)	3,083.00	Y	616.60	3,699.60	3,391.30	Y	678.26	4,069.56	10.0%	308.30
EMERGENCY BOARDING SERVICES										
• Call out (free when paying for Patrolling Services) (per hour/part thereof)	136.00	Y	27.20	163.20	149.60	Y	29.92	179.52	10.0%	13.60
WINDOW BOARDING										
• Standard window	61.00	Y	12.20	73.20	67.10	Y	13.42	80.52	10.0%	6.10
• Large window	135.00	Y	27.00	162.00	148.50	Y	29.70	178.20	10.0%	13.50
• Steel sheeting (per sheet)	118.00	Y	23.60	141.60	129.80	Y	25.96	155.76	10.0%	11.80
DOOR BOARDING										
• Wooden cover	73.00	Y	14.60	87.60	80.30	Y	16.06	96.36	10.0%	7.30
• Steel door (rental per week)	POA	Y	N/a	N/a	POA	Y	N/a	N/a	N/a	N/a
• Boarded Up Property Inspection (free when paying for patrolling services) (per weekly inspection)	152.00	Y	30.40	182.40	167.20	Y	33.44	200.64	10.0%	15.20
STATIC SECURITY GUARDING (Per hour)	19.00	Y	3.80	22.80	20.90	Y	4.18	25.08	10.0%	1.90
EVENTS STEWARDS (per hour) from	20.00	Y	4.00	24.00	22.00	Y	4.40	26.40	N/a	N/a
ANY OTHER ASSISTANCE										
• Per Hour Per Operative	80.00	Y	16.00	96.00	88.00	Y	17.60	105.60	10.0%	8.00
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)	1.74	Y	0.35	2.09	1.90	Y	0.38	2.28	4.2%	0.16
• Active Live Monitoring Only – Public Space with telemetry (per camera per day) (including transmission fees)	4.36	Y	0.87	5.23	4.70	Y	0.94	5.64	7.8%	0.34
• Active Live Monitoring and Recording – Public Space without telemetry (per camera per day) (including transmission fees)	4.36	Y	0.87	5.23	4.70	Y	0.94	5.64	7.8%	0.34
• Active Live Monitoring and Recording – Public Space with telemetry (per camera per day) (including transmission fees)	11.32	Y	2.26	13.58	12.40	Y	2.48	14.88	4.5%	1.08
• Automatic Number Plate Recognition Camera (per camera per day) (including transmission fees and connection to ANPR network)	10.08	Y	2.02	12.10	11.00	Y	2.20	13.20	9.1%	0.92
NOTE: The Service does not undertake active live monitoring on private space systems.										
RADIO COMMUNICATIONS EQUIPMENT (Cost per month)										
External	20.00	Y	4.00	24.00	22.00	Y	4.40	26.40	10.0%	2.00
Internal	30.00	Y	6.00	36.00	33.00	Y	6.60	39.60	10.0%	3.00
REMOTE SECURITY SERVICES										
• Remote Operation of Traffic Control Barriers (per barrier)	5,113.00	Y	1,022.60	6,135.60	5,624.30	Y	1,124.86	6,749.16	10.0%	511.30
• Remote Operation of Visual Display Signage (including Snow Signs) (per sign)	2,173.00	Y	434.60	2,607.60	2,390.30	Y	478.06	2,868.36	10.0%	217.30
CONCIERGE SERVICE										
• Concierge Service per unit (Vetting by tenant)	239.00	Y	47.80	286.80	262.90	Y	52.58	315.48	10.0%	23.90
• Concierge Service per unit (Vetting by Control Room)	481.00	Y	96.20	577.20	529.10	Y	105.82	634.92	10.0%	48.10
CCTV onsite download fee	80.00	Y	16.00	96.00	88.00	Y	17.60	105.60	10.0%	8.00

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CCTV, SECURITY AND FIRST RESPONSE SERVICES										
ALARM RECEIVING CENTRE - PROTECTOR PACKAGES										
• BRONZE 1 – Including conventional alarm monitoring, alarm response and patrols and secondary key holding.	3,396.00	Y	679.20	4,075.20	3,735.60	Y	747.12	4,482.72	10.0%	339.60
• BRONZE 2 – Including alarm and sound monitoring, alarm response and patrols and primary key holding.	4,123.00	Y	824.60	4,947.60	4,535.30	Y	907.06	5,442.36	10.0%	412.30
ALARM MONITORING										
• Sonitrol Alarm Monitoring	1,687.00	Y	337.40	2,024.40	1,855.70	Y	371.14	2,226.84	10.0%	168.70
• Conventional Alarm Monitoring	976.00	Y	195.20	1,171.20	1,073.60	Y	214.72	1,288.32	10.0%	97.60
Alarm communicator	300.00	Y	60.00	360.00	330.00	Y	66.00	396.00	10.0%	30.00
Yearly airtime cost	60.00	Y	12.00	72.00	66.00	Y	13.20	79.20	10.0%	6.00
KEYHOLDING										
• Primary key holder	491.00	Y	98.20	589.20	540.10	Y	108.02	648.12	10.0%	49.10
• Secondary key holder	340.00	Y	68.00	408.00	374.00	Y	74.80	448.80	10.0%	34.00
• Alarm call out if FRS is secondary key holder, but primary key • holder unavailable within 30 minutes	39.00	Y	7.80	46.80	42.90	Y	8.58	51.48	10.0%	3.90
• 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.	71.00	Y	14.20	85.20	78.10	Y	15.62	93.72	10.0%	7.10
LONE WORKER PROTECTION										
• Cost per month	15.00	Y	3.00	18.00	16.50	Y	3.30	19.80	10.0%	1.50
Boycam Rental - per month	15.00	Y	3.00	18.00	16.50	Y	3.30	19.80	10.0%	1.50

DESCRIPTION OF FEES		2025/26 Charges NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	PROPOSED 2026/27 Charges NET FEES (£)	SUBJECT TO VAT	VAT (£)	TOTAL INCL. VAT (£)	NET VARIANCE FROM PREVIOUS YEAR % CHANGE	£ CHANGE EXCL. VAT
BUILDING CONTROL											
ERECTION OF UP TO 5 DWELLINGS											
Full Plans Application											
• **Plan charge payable on submission**											
1 dwelling		305.83	Y	61.17	367.00	366.67	Y	73.33	440.00	19.9%	60.83
2 dwellings		393.33	Y	78.67	472.00	471.67	Y	94.33	566.00	19.9%	78.33
3 dwellings		480.83	Y	96.17	577.00	576.67	Y	115.33	692.00	19.9%	95.83
	10%	568.33	Y	113.67	682.00	681.67	Y	136.33	818.00	19.9%	113.33
5 dwellings		655.83	Y	131.17	787.00	786.67	Y	157.33	944.00	19.9%	130.83
					0.00						
• **Inspection Charge Payable after First Inspection**					0.00						
1 dwelling		436.67	Y	87.33	524.00	523.33	Y	104.67	628.00	19.8%	86.67
2 dwellings		612.50	Y	122.50	735.00	735.00	Y	147.00	882.00	20.0%	122.50
3 dwellings		742.50	Y	148.50	891.00	890.83	Y	178.17	1,069.00	20.0%	148.33
4 dwellings		874.17	Y	174.83	1,049.00	1,048.33	Y	209.67	1,258.00	19.9%	174.17
5 dwellings		1,005.00	Y	201.00	1,206.00	1,205.83	Y	241.17	1,447.00	20.0%	200.83
					0.00						
Building Notice					0.00						
• **Payable on Submission**					0.00						
1 dwelling		917.50	Y	183.50	1,101.00	1,100.83	Y	220.17	1,321.00	20.0%	183.33
2 dwellings		1,265.83	Y	253.17	1,519.00	1,518.33	Y	303.67	1,822.00	19.9%	252.50
3 dwellings		1,573.33	Y	314.67	1,888.00	1,887.50	Y	377.50	2,265.00	20.0%	314.17
4 dwellings		1,877.50	Y	375.50	2,253.00	2,252.50	Y	450.50	2,703.00	20.0%	375.00
5 dwellings		2,183.33	Y	436.67	2,620.00	2,620.00	Y	524.00	3,144.00	20.0%	436.67
ALTERATIONS TO NON-DOMESTIC BUILDINGS											
Non-Domestic Window Replacement											
• **Plan / inspection charge payable on submission**											
Per installation up to 10 windows		134.17	Y	26.83	161.00	160.83	Y	32.17	193.00	19.9%	26.67
Per installation 10 to 50 windows		354.17	Y	70.83	425.00	425.00	Y	85.00	510.00	20.0%	70.83
					0.00						
					0.00						
Renovation of a Thermal Element					0.00						
					0.00						
• **Plan / inspection charge payable on submission**					0.00						
- Estimated cost of works up to £30,000		320.00	Y	64.00	384.00	383.33	Y	76.67	460.00	19.8%	63.33
- Estimated cost of works £30,000 & up to £60,000		392.50	Y	78.50	471.00	470.83	Y	94.17	565.00	20.0%	78.33
Alterations, installation of fittings and/or structural alterations not described elsewhere											
• **Plan charge payable on submission**											
- Estimated cost up to £2,000.00		239.17	Y	47.83	287.00	286.67	Y	57.33	344.00	19.9%	47.50
- Exceeding £2,000 and up to £5,000		354.17	Y	70.83	425.00	425.00	Y	85.00	510.00	20.0%	70.83
- Exceeding £5,000 and up to £30,000		373.33	Y	74.67	448.00	447.50	Y	89.50	537.00	19.9%	74.17
- Exceeding £30,000 and up to £50,000		392.50	Y	78.50	471.00	470.83	Y	94.17	565.00	20.0%	78.33
- Exceeding £50,000 and up to £75,000		442.50	Y	88.50	531.00	530.83	Y	106.17	637.00	20.0%	88.33
- Exceeding £75,000 and up to £100,000		498.33	Y	99.67	598.00	597.50	Y	119.50	717.00	19.9%	99.17

DESCRIPTION OF FEES	2025/26 Charges				PROPOSED 2026/27 Charges				NET VARIANCE FROM PREVIOUS YEAR	
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• **Inspection Charge Payable after First Inspection**										
- Estimated cost up to £2,000.00	263.33	Y	52.67	316.00	315.83	Y	63.17	379.00	19.9%	52.50
- Exceeding £2,000 and up to £5,000	390.00	Y	78.00	468.00	467.50	Y	93.50	561.00	19.9%	77.50
- Exceeding £5,000 and up to £30,000	410.83	Y	82.17	493.00	492.50	Y	98.50	591.00	19.9%	81.67
- Exceeding £30,000 and up to £50,000	437.50	Y	87.50	525.00	525.00	Y	105.00	630.00	20.0%	87.50
- Exceeding £50,000 and up to £75,000	504.17	Y	100.83	605.00	605.00	Y	121.00	726.00	20.0%	100.83
- Exceeding £75,000 and up to £100,000	578.33	Y	115.67	694.00	693.33	Y	138.67	832.00	19.9%	115.00
	0.00									
NON-DOMESTIC WORK - EXTENSIONS & NEW BUILD										
Floor Area not exceeding 10m^2										
• **Plan charge**										
Other residential	250.83	Y	50.17	301.00	300.83	Y	60.17	361.00	19.9%	50.00
Assembly and recreation	250.83	Y	50.17	301.00	300.83	Y	60.17	361.00	19.9%	50.00
Industrial and storage	250.83	Y	50.17	301.00	300.83	Y	60.17	361.00	19.9%	50.00
All other use classes	250.83	Y	50.17	301.00	300.83	Y	60.17	361.00	19.9%	50.00
• **Inspection Charge**										
Other residential	707.50	Y	141.50	849.00	848.33	Y	169.67	1,018.00	19.9%	140.83
Assembly and recreation	605.83	Y	121.17	727.00	726.67	Y	145.33	872.00	19.9%	120.83
Industrial and storage	405.00	Y	81.00	486.00	485.83	Y	97.17	583.00	20.0%	80.83
All other use classes	605.83	Y	121.17	727.00	726.67	Y	145.33	872.00	19.9%	120.83
Floor Area exceeding 10m^2 but not exceeding 40m^2										
• **Plan charge**										
Other residential	354.17	Y	70.83	425.00	425.00	Y	85.00	510.00	20.0%	70.83
Assembly and recreation	354.17	Y	70.83	425.00	425.00	Y	85.00	510.00	20.0%	70.83
Industrial and storage	354.17	Y	70.83	425.00	425.00	Y	85.00	510.00	20.0%	70.83
All other use classes	354.17	Y	70.83	425.00	425.00	Y	85.00	510.00	20.0%	70.83
• **Inspection Charge**										
Other residential	805.83	Y	161.17	967.00	966.67	Y	193.33	1,160.00	20.0%	160.83
Assembly and recreation	707.50	Y	141.50	849.00	848.33	Y	169.67	1,018.00	19.9%	140.83
Industrial and storage	508.33	Y	101.67	610.00	610.00	Y	122.00	732.00	20.0%	101.67
All other use classes	707.50	Y	141.50	849.00	848.33	Y	169.67	1,018.00	19.9%	140.83
Floor Area exceeding 40m^2 but not exceeding 100m^2										
• **Plan charge**										
Other residential	445.83	Y	89.17	535.00	535.00	Y	107.00	642.00	20.0%	89.17
Assembly and recreation	435.00	Y	87.00	522.00	521.67	Y	104.33	626.00	19.9%	86.67
Industrial and storage	415.83	Y	83.17	499.00	498.33	Y	99.67	598.00	19.8%	82.50
All other use classes	435.00	Y	87.00	522.00	521.67	Y	104.33	626.00	19.9%	86.67
• **Inspection Charge**										
Other residential	817.50	Y	163.50	981.00	980.83	Y	196.17	1,177.00	20.0%	163.33
Assembly and recreation	725.00	Y	145.00	870.00	870.00	Y	174.00	1,044.00	20.0%	145.00
Industrial and storage	545.83	Y	109.17	655.00	655.00	Y	131.00	786.00	20.0%	109.17
All other use classes	725.00	Y	145.00	870.00	870.00	Y	174.00	1,044.00	20.0%	145.00

DESCRIPTION OF FEES	2025/26 Charges				PROPOSED 2026/27 Charges				NET VARIANCE FROM PREVIOUS YEAR	
	NET FEES (£)	SUBJECT TO VAT	VAT (£)	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	58.64	N	0.00	59.00	70.00	N	0.00	70.00	18.6%	11.36
Copies of Correspondence	15.59	N	0.00	16.00	19.00	N	0.00	19.00	18.8%	3.41
Dangerous Structures out of hours Call-out Charge	296.04	N	0.00	296.00	355.00	N	0.00	355.00	19.9%	58.96
Provision of a letter, confirming exemption of the proposals or work undertaken, from the procedural or substantive requirements of the Building Regs	58.64	N	0.00	59.00	70.00	N	0.00	70.00	18.6%	11.36
Provision of late completion inspections and issue of completion certificate	241.33	N	0.00	241.00	289.00	N	0.00	289.00	19.9%	47.67
Admistrative processing cost for refunding Building Regulation fees is subject to the status of the application and the advancement of the works	84.69	N	0.00	85.00	102.00	N	0.00	102.00	20.0%	17.31
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	405.00	Y	81.00	486.00	485.83	Y	97.17	583.00	20.0%	80.83
- Renovation of a thermal element to a single dwelling	143.33	Y	28.67	172.00	171.67	Y	34.33	206.00	19.8%	28.33
- Alterations to create a basement up to 60m^2 not including underpinning	409.17	Y	81.83	491.00	490.83	Y	98.17	589.00	20.0%	81.67
Building Notice Submission										
• **Payable on submission**										
- Mini pile underpinning or traditional underpinning up to 12 linear metres	445.83	Y	89.17	535.00	535.00	Y	107.00	642.00	20.0%	89.17
- Renovation of a thermal element to a single dwelling	143.33	Y	28.67	172.00	171.67	Y	34.33	206.00	19.8%	28.33
- Alterations to create a basement up to 60m^2 not including underpinning	491.67	Y	98.33	590.00	590.00	Y	118.00	708.00	20.0%	98.33
Alterations, installation of fittings and/or structural alterations not described elsewhere										
Full Plans Submission										
• **Plan / inspection charge**										
Estimated cost up to £1,000	134.17	Y	26.83	161.00	160.83	Y	32.17	193.00	19.9%	26.67
Estimated cost exceeding £1,000 up to £2,000	239.17	Y	47.83	287.00	286.67	Y	57.33	344.00	19.9%	47.50
Estimated cost exceeding £2,000 up to £5,000	289.17	Y	57.83	347.00	346.67	Y	69.33	416.00	19.9%	57.50
Estimated cost exceeding £5,000 up to £10,000	354.17	Y	70.83	425.00	425.00	Y	85.00	510.00	20.0%	70.83
Estimated cost exceeding £10,000 up to £30,000	431.67	Y	86.33	518.00	517.50	Y	103.50	621.00	19.9%	85.83
Estimated cost exceeding £30,000 up to £50,000	260.00	Y	52.00	312.00	311.67	Y	62.33	374.00	19.9%	51.67
Estimated cost exceeding £50,000 up to £75,000	291.67	Y	58.33	350.00	350.00	Y	70.00	420.00	20.0%	58.33
Estimated cost exceeding £75,000 up to £100,000	326.67	Y	65.33	392.00	391.67	Y	78.33	470.00	19.9%	65.00
• **Inspection Charge**										
Estimated cost exceeding £30,000 up to £50,000	303.33	Y	60.67	364.00	363.33	Y	72.67	436.00	19.8%	60.00
Estimated cost exceeding £50,000 up to £75,000	482.50	Y	96.50	579.00	578.33	Y	115.67	694.00	19.9%	95.83
Estimated cost exceeding £75,000 up to £100,000	575.00	Y	115.00	690.00	690.00	Y	138.00	828.00	20.0%	115.00

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Building Notice Submission										
• **Payable on submission**										
Estimated cost up to £1,000	134.17	Y	26.83	161.00	160.83	Y	32.17	193.00	19.9%	26.67
Estimated cost exceeding £1,000 up to £2,000	264.17	Y	52.83	317.00	316.67	Y	63.33	380.00	19.9%	52.50
Estimated cost exceeding £2,000 up to £5,000	320.00	Y	64.00	384.00	383.33	Y	76.67	460.00	19.8%	63.33
Estimated cost exceeding £5,000 up to £10,000	386.67	Y	77.33	464.00	463.33	Y	92.67	556.00	19.8%	76.67
Estimated cost exceeding £10,000 up to £30,000	470.83	Y	94.17	565.00	565.00	Y	113.00	678.00	20.0%	94.17
Estimated cost exceeding £30,000 up to £50,000	618.33	Y	123.67	742.00	741.67	Y	148.33	890.00	19.9%	123.33
Estimated cost exceeding £50,000 up to £75,000	850.83	Y	170.17	1,021.00	1,020.83	Y	204.17	1,225.00	20.0%	170.00
Estimated cost exceeding £75,000 up to £100,000	959.17	Y	191.83	1,151.00	1,150.83	Y	230.17	1,381.00	20.0%	191.67
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	134.17	Y	26.83	161.00	160.83	Y	32.17	193.00	19.9%	26.67
Per installation 11 to 20 windows	264.17	Y	52.83	317.00	316.67	Y	63.33	380.00	19.9%	52.50
Building Notice Submission										
• **Payable on submission**										
Per installation up to 10 windows	134.17	Y	26.83	161.00	160.83	Y	32.17	193.00	19.9%	26.67
Per installation 11 to 20 windows	264.17	Y	52.83	317.00	316.67	Y	63.33	380.00	19.9%	52.50
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	99.17	Y	19.83	119.00	118.33	Y	23.67	142.00	19.3%	19.17
The re-wiring of a dwelling	170.83	Y	34.17	205.00	205.00	Y	41.00	246.00	20.0%	34.17
	0.00									
Building Notice Submission										
• **Payable on submission**										
Any electrical work other than re-wiring a dwelling	99.17	Y	19.83	119.00	118.33	Y	23.67	142.00	19.3%	19.17
The re-wiring of a dwelling	170.83	Y	34.17	205.00	205.00	Y	41.00	246.00	20.0%	34.17

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(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	395.83	Y	79.17	475.00	475.00	Y	95.00	570.00	20.0%	79.17
The re-wiring of a dwelling	528.33	Y	105.67	634.00	633.33	Y	126.67	760.00	19.9%	105.00
Building Notice Submission										
• **Payable on submission**										
Any electrical work other than re-wiring a dwelling	395.83	Y	79.17	475.00	475.00	Y	95.00	570.00	20.0%	79.17
The re-wiring of a dwelling	528.33	Y	105.67	634.00	633.33	Y	126.67	760.00	19.9%	105.00
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**	342.50	Y	68.50	411.00	410.83	Y	82.17	493.00	20.0%	68.33
Building Notice Submission										
• **Payable on submission**	395.83	Y	79.17	475.00	475.00	Y	95.00	570.00	20.0%	79.17
DOMESTIC EXTENSIONS; GARAGES; LOFT CONVERSIONS; GARAGE CONVERSIONS										
Full Plans Submission										
• **Plan charge payable on submission**										
Single storey extension, floor area not exceeding 10m^2	421.67	Y	84.33	506.00	505.83	Y	101.17	607.00	20.0%	84.17
Single storey extension, floor area exceeding 10m^2 but not exceeding 40m^2	219.17	Y	43.83	263.00	262.50	Y	52.50	315.00	19.8%	43.33
Single storey extension, floor area exceeding 40m^2 but not exceeding 80m^2	260.00	Y	52.00	312.00	311.67	Y	62.33	374.00	19.9%	51.67
• **Inspection Charge payable after first inspection**										
Single storey extension, floor area exceeding 10m^2 but not exceeding 40m^2	335.00	Y	67.00	402.00	401.67	Y	80.33	482.00	19.9%	66.67
Single storey extension, floor area exceeding 40m^2 but not exceeding 80m^2	457.50	Y	91.50	549.00	548.33	Y	109.67	658.00	19.9%	90.83
Building Notice Submission										
• **Payable on submission**										
Single storey extension, floor area not exceeding 10m^2	464.17	Y	92.83	557.00	556.67	Y	111.33	668.00	19.9%	92.50
Single storey extension, floor area exceeding 10m^2 but not exceeding 40m^2	608.33	Y	121.67	730.00	730.00	Y	146.00	876.00	20.0%	121.67
Single storey extension, floor area exceeding 40m^2 but not exceeding 80m^2	783.33	Y	156.67	940.00	940.00	Y	188.00	1,128.00	20.0%	156.67

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Full Plans Submission			0.00							
• **Plan charge**										
Two storey extension not exceeding 40m^2	219.17	Y	43.83	263.00	262.50	Y	52.50	315.00	19.8%	43.33
Two storey extension, exceeding 40m^2 but not exceeding 80m^2	260.00	Y	52.00	312.00	311.67	Y	62.33	374.00	19.9%	51.67
• **Inspection Charge**										
Two storey extension not exceeding 40m^2	457.50	Y	91.50	549.00	548.33	Y	109.67	658.00	19.9%	90.83
Two storey extension, exceeding 40m^2 but not exceeding 80m^2	515.00	Y	103.00	618.00	617.50	Y	123.50	741.00	19.9%	102.50
Building Notice Submission										
• **Payable on submission**										
Two storey extension not exceeding 40m^2	742.50	Y	148.50	891.00	890.83	Y	178.17	1,069.00	20.0%	148.33
Two storey extension, exceeding 40m^2 but not exceeding 80m^2	851.67	Y	170.33	1,022.00	1,021.67	Y	204.33	1,226.00	20.0%	170.00
Full Plans Submission										
• **Plan charge**										
Loft conversion that does not include the construction of a dormer (max 50m^2)	442.50	Y	88.50	531.00	530.83	Y	106.17	637.00	20.0%	88.33
Loft conversion that includes the construction of a dormer (max 50m^2)	260.00	Y	52.00	312.00	311.67	Y	62.33	374.00	19.9%	51.67
• **Inspection Charge**										
Loft conversion that includes the construction of a dormer (max 50m^2)	333.33	Y	66.67	400.00	400.00	Y	80.00	480.00	20.0%	66.67
Building Notice Submission										
• **Payable on submission**										
Loft conversion that does not include the construction of a dormer (max 50m^2)	487.50	Y	97.50	585.00	585.00	Y	117.00	702.00	20.0%	97.50
Loft conversion that includes the construction of a dormer (max 50m^2)	653.33	Y	130.67	784.00	783.33	Y	156.67	940.00	19.9%	130.00
Full Plans Submission										
• **Plan / Inspection charge**										
Erection or extension of a non-exempt detached domestic garage (or similar) up to 80m^2	296.67	Y	59.33	356.00	355.83	Y	71.17	427.00	19.9%	59.17
Erection or extension of a non-exempt attached domestic garage (or similar) up to 40m^2	353.33	Y	70.67	424.00	423.33	Y	84.67	508.00	19.8%	70.00
Conversion of an attached/integral garage of a dwelling into an habitable room(s)	300.00	Y	60.00	360.00	360.00	Y	72.00	432.00	20.0%	60.00
Building Notice Submission										
• **Payable on submission**										
Erection or extension of a non-exempt detached domestic garage (or similar) up to 80m^2	353.33	Y	70.67	424.00	423.33	Y	84.67	508.00	19.8%	70.00
Erection or extension of a non-exempt attached domestic garage (or similar) up to 40m^2	424.17	Y	84.83	509.00	508.33	Y	101.67	610.00	19.8%	84.17
Conversion of an attached/integral garage of a dwelling into an habitable room(s)	330.00	Y	66.00	396.00	395.83	Y	79.17	475.00	19.9%	65.83
FLEET MOT CHARGES										
• MOT of Car	45.00	N	0.00	45.00	45.00	N	0.00	45.00	0.0%	0.00
• MOT of Minibus	55.00	N	0.00	55.00	55.00	N	0.00	55.00	0.0%	0.00

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TRADE WASTE										
REFUSE COLLECTION										
• Sacks: 52 sacks (per year)	137.50	N	0.00	137.50	156.00	N	0.00	156.00	13.5%	18.50
• Sacks: 52 sacks (Second roll purchased at the same for two or more bags per collection)					119.60	N	0.00	119.60	N/a	New
• 140 Litre Wheeled Bins (per bin per year)	195.00	N	0.00	195.00	208.00	N	0.00	208.00	6.7%	13.00
• Second And Subsequent Bins (per bin per year)	144.04	N	0.00	144.04	179.92	N	0.00	179.92	24.9%	35.88
• 180 Litre Wheeled Bins (per bin per year) FORTNIGHTLY 26 Collections Per Year					114.40	N	0.00	114.40	N/a	New
• Second And Subsequent Bins (per bin per year) FORTNIGHTLY 26 Collections Per Year)					109.98	N	0.00	109.98	N/a	New
• 180 Litre Wheeled Bins (per bin per year)	208.00	N	0.00	208.00	208.00	N	0.00	208.00	0.0%	0.00
• Second And Subsequent Bins (per bin per year)	180.00	N	0.00	180.00	182.00	N	0.00	182.00	1.1%	2.00
• 240 Litre Wheeled Bins (per bin per year) FORTNIGHTLY 26 Collections Per Year					153.92	N	0.00	153.92	N/a	New
• Second And Subsequent Bins (per bin per year) FORTNIGHTLY 26 Collections Per Year					129.48	N	0.00	129.48	N/a	New
• 240 Litre Wheeled Bins (per bin per year)	287.04	N	0.00	287.04	287.04	N	0.00	287.04	0.0%	0.00
• Second And Subsequent Bins (per bin per year)	238.16	N	0.00	238.16	238.16	N	0.00	238.16	0.0%	0.00
• 360 Litre Wheeled Bins (per bin per year) FORTNIGHTLY 26 Collections Per Year					224.90	N	0.00	224.90	N/a	New
• Second And Subsequent Bins (per bin per year) FORTNIGHTLY 26 Collections Per Year					195.00	N	0.00	195.00	N/a	New
• 360 Litre Wheeled Bins (per bin per year)	390.00	N	0.00	390.00	390.00	N	0.00	390.00	0.0%	0.00
• Second And Subsequent Bins (per bin per year)	345.80	N	0.00	345.80	345.80	N	0.00	345.80	0.0%	0.00
• 770 Litre Wheeled Bins (per bin per year) FORTNIGHTLY 26 Collections Per Year					483.60	N	0.00	483.60	N/a	New
• Second And Subsequent Bins (per bin per year) FORTNIGHTLY 26 Collections Per Year					412.10	N	0.00	412.10	N/a	New
• 770 Litre Wheeled Bins (per bin per year)	824.20	N	0.00	824.20	824.20	N	0.00	824.20	0.0%	0.00
• Second And Subsequent Bins (per bin per year)	694.10	N	0.00	694.10	694.20	N	0.00	694.20	0.0%	0.10
• 1100 Litre Wheeled Bins (per bin per year) FORTNIGHTLY 26 Collections Per Year					600.86	N	0.00	600.86	N/a	New
• Second And Subsequent Bins (per bin per year) FORTNIGHTLY 26 Collections Per Year					466.96	N	0.00	466.96	N/a	New
• 1100 Litre Wheeled Bins (per bin per year)	1,058.20	N	0.00	1,058.20	1,058.20	N	0.00	1,058.20	0.0%	0.00
• Second And Subsequent Bins (per bin per year)	933.92	N	0.00	933.92	933.92	N	0.00	933.92	0.0%	0.00
RECYCLING (Trade Waste)										
• 140 Litre Wheeled Bins (per bin per year)	96.20	N	0.00	96.20	104.00	N	0.00	104.00	8.1%	7.80
• Second And Subsequent Bins (per bin per year)	71.24	N	0.00	71.24	91.00	N	0.00	91.00	27.7%	19.76
• 180 Litre Wheeled Bins (per bin per year) FORTNIGHTLY 26 Collections Per Year					62.40	N	0.00	62.40	N/a	New
• Second And Subsequent Bins (per bin per year) FORTNIGHTLY 26 Collections Per Year					62.40	N	0.00	62.40	N/a	New
• 180 Litre Wheeled Bins (per bin per year)	107.00	N		107.00	104.00	N	0.00	104.00	-2.8%	-3.00
• Second And Subsequent Bins (per bin per year)	91.00	N		91.00	91.00	N	0.00	91.00	0.0%	0.00
• 200 Litre FOOD WASTE / Organic only Wheeled Bins (per bin per year) FORTNIGHTLY 26					126.10	N	0.00	126.10	N/a	New
• Second And Subsequent Bins (per bin per year) FORTNIGHTLY 26 Collections Per Year					86.06	N	0.00	86.06	N/a	New
• 200 Litre FOOD WASTE / Organic only Wheeled Bins (per bin per year)	191.88	N		191.88	191.88	N	0.00	191.88	0.0%	0.00
• Second And Subsequent Bins (per bin per year)	172.12	N		172.12	172.12	N	0.00	172.12	0.0%	0.00
• 240 Litre Wheeled Bins (per bin per year) FORTNIGHTLY 26 Collections Per Year					90.48	N	0.00	90.48	N/a	New
• Second And Subsequent Bins (per bin per year) FORTNIGHTLY 26 Collections Per Year					78.00	N	0.00	78.00	N/a	New
• 240 Litre Wheeled Bins (per bin per year)	140.92	N	0.00	140.92	140.92	N	0.00	140.92	0.0%	0.00
• Second And Subsequent Bins (per bin per year)	118.04	N	0.00	118.04	118.04	N	0.00	118.04	0.0%	0.00
• 360 Litre Wheeled Bins (per bin per year) FORTNIGHTLY 26 Collections Per Year					126.10	N	0.00	126.10	N/a	New
• Second And Subsequent Bins (per bin per year) FORTNIGHTLY 26 Collections Per Year					86.06	N	0.00	86.06	N/a	New
• 360 Litre Wheeled Bins (per bin per year)	191.88	N	0.00	191.88	191.88	N	0.00	191.88	0.0%	0.00
• Second And Subsequent Bins (per bin per year)	172.12	N	0.00	172.12	172.12	N	0.00	172.12	0.0%	0.00
• 660 Litre Paper & Cardboard Only Wheeled Bins (per bin per year) FORTNIGHTLY 26					201.50	N	0.00	201.50	N/a	New
• Second And Subsequent Bins (per bin per year) FORTNIGHTLY 26 Collections Per Year					144.30	N	0.00	144.30	N/a	New
• 660 Litre Paper & Cardboard Only Wheeled Bins (per bin per year)	343.20	N		343.20	343.20	N	0.00	343.20	0.0%	0.00
• Second And Subsequent Bins (per bin per year)	288.29	N		288.29	288.29	N	0.00	288.29	0.0%	0.00
• 770 Litre Wheeled Bins (per bin per year) FORTNIGHTLY 26 Collections per Year					301.60	N	0.00	301.60	N/a	New
• Second And Subsequent Bins (per bin per year) FORTNIGHTLY 26 Collections Per Year					260.00	N	0.00	260.00	N/a	New
• 770 Litre Wheeled Bins (per bin per year)	408.20	N	0.00	408.20	408.20	N	0.00	408.20	0.0%	0.00
• Second And Subsequent Bins (per bin per year)	343.20	N	0.00	343.20	343.20	N	0.00	343.20	0.0%	0.00
• 1100 Litre Wheeled Bins (per bin per year) FORTNIGHTLY 26 Collections PA (£98)					361.40	N	0.00	361.40	N/a	New
• Second And Subsequent Bins (per bin per year) FORTNIGHTLY 26 Collections PA					231.40	N	0.00	231.40	N/a	New
• 1100 Litre Wheeled Bins (per bin per year)	526.24	N	0.00	526.24	526.24	N	0.00	526.24	0.0%	0.00
• Second And Subsequent Bins (per bin per year)	462.80	N	0.00	462.80	462.80	N	0.00	462.80	0.0%	0.00

DESCRIPTION OF FEES	2025/26 Charges				PROPOSED 2026/27 Charges				NET VARIANCE FROM PREVIOUS YEAR	
	NET FEES (£)	SUBJECT TO VAT	VAT (£)	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)	35.00	N	0.00	35.00	35.00	N	0.00	35.00	0.0%	0.00
• New Wheeled Bin 140l (Recycling)	10.00	N	0.00	10.00	11.00	N	0.00	11.00	10.0%	1.00
• New Wheeled Bin 240l (Refuse)	39.50	N	0.00	39.50	39.50	N	0.00	39.50	0.0%	0.00
• New Wheeled Bin 240l (Recycling)	10.00	N	0.00	10.00	11.00	N	0.00	11.00	10.0%	1.00
• New Wheeled Bin 360l (Refuse) Standard	71.50	N	0.00	71.50	71.50	N	0.00	71.50	0.0%	0.00
• New Wheeled Bin 360l (Recycling) Standard	12.00	N	0.00	12.00	15.00	N	0.00	15.00	25.0%	3.00
• New Wheeled Bin 360l (Refuse) Lockable	94.00	N	0.00	94.00	94.00	N	0.00	94.00	0.0%	0.00
• New Wheeled Bin 360l (Recycling) Standard & Lockable	15.00	N	0.00	15.00	20.00	N	0.00	20.00	33.3%	5.00
• New Wheeled Bin 770l (Refuse)	369.50	N	0.00	369.50	369.50	N	0.00	369.50	0.0%	0.00
• New Wheeled Bin 770l (Recycling)	80.00	N	0.00	80.00	100.00	N	0.00	100.00	25.0%	20.00
• New Wheeled Bin 1100l (Refuse)	379.50	N	0.00	379.50	379.50	N	0.00	379.50	0.0%	0.00
• New Wheeled Bin 1100l (Recycling)	100.00	N	0.00	100.00	120.00	N	0.00	120.00	20.0%	20.00
• Reconditioned Wheeled Bin 140l (Refuse)	19.00	N	0.00	19.00	20.00	N	0.00	20.00	5.3%	1.00
• Reconditioned Wheeled Bin 240l (Refuse)	24.00	N	0.00	24.00	26.00	N	0.00	26.00	8.3%	2.00
• Authorised Additional Bin 140l (Refuse)					35.00	N	0.00	35.00	N/a	New
• Authorised Additional Bin 140l (Recycling)					11.00	N	0.00	11.00	N/a	New
• Authorised Additional Bin 240l (Refuse)					39.50	N	0.00	39.50	N/a	New
• Authorised Additional Bin 240l (Recycling)					11.00	N	0.00	11.00	N/a	New
BULKY ITEM COLLECTION										
• Bulky Item Collection - per item					10.00	N	0.00	10.00	N/a	New
WASTE ADMINISTRATION CHARGES										
• Redelivery of bin after suspension (trade waste)	35.00	N	0.00	35.00	38.00	N	0.00	38.00	8.6%	3.00
• Reducing contract (trade waste)	35.00	N	0.00	35.00	38.00	N	0.00	38.00	8.6%	3.00
• Application fee for assisted collection					10.00	N	0.00	10.00	N/a	New

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 opportunities 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.

2026/27 Indicative Revenue Controllable Budget by Member Portfolio

Appendix 9a

	£000 Adults, Health and Wellbeing	£000 Children & Young People	£000 Culture & Leisure	£000 Education & Skills	£000 Finance, Corporate Services and Sustainability	£000 Growth	£000 Neighbourhoods	£000 Transport & Highways	£000 Total
2026/27 Controllable opening balance	**103,025**	**79,473**	**10,171**	**9,105**	**47,214**	**21,456**	**51,343**	**2,941**	**324,729**
Expenditure Adjustments									
Price	5,765	3,422	268	551	5,716	1,025	595	142	**17,485**
Demand	4,533	2,182	0	0	2,500	2,500	250	0	**11,965**
Pressures	5,398	8,017	0	0	49	0	546	59	**14,069**
Settlement Changes - Expenditure Previously Funded from Grants	6,448	3,006	0	0	6,029	1,583	0	0	**17,066**
Technical Adjustments	(358)	(918)	(73)	(147)	6,600	(460)	(550)	(132)	**3,962**
Levies & Precepts	0	0	0	0	0	(174)	1,068	4	**898**
Budgeted Transfer to Revenue Reserves	0	0	0	0	1,600	0	0	0	**1,600**
Flexible Use of Capital Receipts	0	0	0	0	(407)	(2,193)	0	0	**(2,600)**
Total Expenditure Adjustments	**21,786**	**15,710**	**195**	**404**	**22,087**	**2,281**	**1,909**	**73**	**64,445**
Financing									
Government Grants									**(153,152)**
Locally Generated Income									**(215,200)**
Collection Fund Deficit									**299**
Total Financing									**(368,053)**
2026/27 Budget Reductions previously agreed	0	0	0	0	(60)	(510)	0	(250)	**(820)**
Total Budget Adjustments to date	**0**	**0**	**0**	**0**	**(60)**	**(510)**	**0**	**(250)**	**(820)**
2026/27 Controllable Budget pre Budget proposals	**124,811**	**95,183**	**10,366**	**9,509**	**69,241**	**23,227**	**53,252**	**2,764**	**388,354**
Revised Budget Gap post adjustments to date									**20,301**
Revenue Resources Review	0	(8,609)	(448)	0	(866)	(242)	(30)	0	**(10,196)**
2026/27 Transformation Programme Proposal	(1,900)	(100)	0	0	0	0	0	0	**(2,000)**
2026/27 Proposed Budget Reductions	(3,116)	(183)	(336)	0	(1,023)	(1,477)	(1,465)	(505)	**(8,105)**
2026/27 Indicative Controllable Budget	**119,795**	**86,291**	**9,582**	**9,509**	**67,351**	**21,508**	**51,757**	**2,259**	**368,053**

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2026/27 Indicative Revenue Controllable Budget by Directorate

Appendix 9b

	£000 Adult Social Care	£000 Children's Services	£000 Public Health & Leisure	£000 Place	£000 Resources	£000 Capital, Treasury & Technical Accounting	£000 Total
2026/27 Controllable opening balance	**82,708**	**87,671**	**23,695**	**74,572**	**35,844**	**20,238**	**324,729**
Expenditure Adjustments							
Price	5,765	3,939	90	1,777	2,152	3,762	**17,485**
Demand	4,533	2,182	0	2,750	0	2,500	**11,965**
Pressures	5,398	8,017	0	605	0	49	**14,069**
Settlement Changes - Expenditure Previously Funded from Grants	4,910	3,006	1,538	1,583	5,747	282	**17,066**
Technical Adjustments	(358)	(1,038)	(11)	(1,071)	(751)	7,191	**3,962**
Levies & Precepts	0	0	0	1,072	(174)	0	**898**
Budgeted Transfer to Revenue Reserves	0	0	0	0	0	1,600	**1,600**
Flexible Use of Capital Receipts	0	0	0	(1,500)	(1,100)	0	**(2,600)**
Total Expenditure Adjustments	**20,248**	**16,106**	**1,617**	**5,216**	**5,874**	**15,384**	**64,445**
Financing							
Government Grants							**(153,152)**
Locally Generated Income							**(215,200)**
Collection Fund Deficit							**299**
Total Financing							**(368,053)**
2026/27 Budget Reductions previously agreed	0	0	0	(760)	(60)	0	**(820)**
Total Budget Adjustments to date	**0**	**0**	**0**	**(760)**	**(60)**	**0**	**(820)**
2026/27 Controllable Budget pre Budget proposals	**102,956**	**103,777**	**25,312**	**79,028**	**41,658**	**35,622**	**388,354**
Revised Budget Gap post adjustments to date							**20,301**
Revenue Resources Review	0	(7,109)	(448)	(1,530)	(868)	(241)	**(10,196)**
2026/27 Transformation Programme Proposal	(1,900)	(100)	0	0	0	0	**(2,000)**
2026/27 Proposed Budget Reductions	(3,116)	(83)	(336)	(3,547)	(350)	(673)	**(8,105)**
2026/27 Indicative Controllable Budget	**97,940**	**96,485**	**24,528**	**73,951**	**40,441**	**34,708**	**368,053**

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Council Tax 2026/27

APPENDIX 10

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 Town Council Precept £
A	1,437.48	190.20	102.63	19.85	12.32
B	1,677.06	221.90	119.74	23.16	14.37
C	1,916.64	253.60	136.84	26.47	16.42
D	2,156.22	285.30	153.95	29.78	18.48
E	2,635.38	348.70	188.16	36.39	22.58
F	3,114.54	412.10	222.37	43.01	26.69
G	3,593.70	475.50	256.58	49.63	30.80
H	4,312.44	570.60	307.90	59.56	36.96

Oldham - Inclusive of Mayoral Precepts

Band	2025/26 £	2026/27 £
A	1,635.33	1,730.31
B	1,907.87	2,018.70
C	2,180.42	2,307.08
D	2,452.99	2,595.47
E	2,998.09	3,172.24
F	3,543.20	3,749.01
G	4,088.32	4,325.78
H	4,905.98	5,190.94

Saddleworth Total Council Tax - Including Parish Council Precept

Band	2025/26 £	2026/27 £
A	1,654.23	1,750.16
B	1,929.92	2,041.86
C	2,205.62	2,333.55
D	2,481.35	2,625.25
E	3,032.75	3,208.63
F	3,584.16	3,792.02
G	4,135.58	4,375.41
H	4,962.70	5,250.50

Shaw & Crompton Total Council Tax - Including Town Council Precept

Band	2025/26 £	2026/27 £
A	1,647.95	1,742.63
B	1,922.59	2,033.07
C	2,197.24	2,323.50
D	2,471.92	2,613.95
E	3,021.22	3,194.82
F	3,570.54	3,775.70
G	4,119.87	4,356.58
H	4,943.84	5,227.90

In 2026/27 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	247.81
B	289.11
C	330.41
D	371.72
E	454.32
F	536.92
G	619.53
H	743.44

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Big Oldham Conversation: Budget 2026/27

Interim update: Budget proposals

Last update: 12 February 2026

Oldham Council

1 Overview

1.1 The Big Oldham Conversation public consultation on our budget proposals for 2026/27 went live on Tuesday 20 January 2026 and will run until the end of day on Monday 16 February 2026.

1.2 This report summarises common themes received to the budget consultation to date. A fuller report will be prepared once the consultation has closed and will be submitted to Full Council.

1.3 The final report will also include full details of the publicity carried out to promote our budget consultation to as many residents, businesses, stakeholders and partners as possible across Oldham.

2. Summary

2.1 A total of **69 responses** have been received to the budget consultation to date.

2.2 The survey asks respondents two broad questions. The first question asks respondents where they feel that savings should be made. The second question asks respondents to outline the service areas where spending should be prioritised.

3. Consultation Responses

3.1. 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.

3.1.1 This section of the report provides a summary of the themes 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.

3. 2 Consultation Responses on Savings

Common themes

3.2.1 Clamp down on benefits by tackling fraudulent claims. Reduce social support and child support costs.

3.2.2 Reduce town centre events, green projects, and new building projects that provide little or no benefit to residents.

3.2.3 Remove duplicated roles and redeploy staff where needed.

3.3.4 Focus less on high-visibility campaigns, including scrapping or fundamentally rethinking the “Don’t Trash Oldham” campaign.

3.2.5 Do a proper review of road maintenance works. Stop digging up the same roads.

3.2.6 Stop the use of consultants.

3.2.7 Reduce the number of councillors, their expenses and meetings.

3.2.8 Do more early intervention and prevention work.

3.2.9 Stop using private sector companies when supporting the vulnerable.

3.2.10 Reduce senior leadership team and bring down their wages.

3.2.11 Fine more people who fly tip and park illegally.

3.2.12 Renegotiating large contracts.

3.2.13 Embrace a digital-first approach to social care, including the use of telecare (remote monitoring for vulnerable adults).

3.2.14 Stop the production of Oldham Council Working For You.

3. 3 Consultation Responses on where we should be spending more

Common themes

3.3.1 Support local businesses and prioritise shops that provide essential goods and services.

3.3.2 Social Care investment.

3.3.3 Youth centres.

3.3.4 Use CCTV in response to fly-tipping and illegal parking.

3.3.5 Cleaning and clearing drains.

3.3.6 Law enforcement.

3.3.7 More bus services.

3.3.8 Renovating existing buildings.

3.3.9 Support for working people and parents.

3.3.10 Increase waste collection.

3.3.11 Green spaces and play facilities for children.

3.3.12 Roads, particularly potholes.

3.3.13 Prevention activities specifically around children and young people.

3.3.14 Getting the day-to-day basics right: environmental services, highways, etc.

3.3.15 More investment into vulnerable adults by keeping essential service open.

4. Conclusion

4.1 This report provides a basic overview of the responses received to our budget consultation to date; however, a full report will be provided to Council ahead of 4 March 2026.

4.3 As outlined above, there are clear, emerging themes around residents' broad priorities and although we will publish a full report once the consultation period has closed, it is not likely that the themes outlined above should change substantially. Many of the responses received to date corroborate what we already know about resident views through previous engagement and consultation activities and add weight to the sense we have of local sentiments.

4.4 The feedback on the budget reduction proposals will also be used to help shape the council's future spending plans, helping drive future strategic planning across the system.

5. Next steps

5.1 Cabinet members are asked to note the contents of the report and ensure that resident views and experiences are considered when making budget recommendations.

5.2 Members of the communication team will prepare a full report to be included on the agenda at the Full Council meeting on 4 March 2026.

Report to Cabinet

Capital Strategy and Capital Programme 2026/27 to 2030/31 and Minimum Revenue Provision (MRP) Policy Statement

Portfolio Holder: Cllr Abdul Jabbar MBE, Deputy Leader & Cabinet Member for Finance, Corporate Services and Sustainability

Officer Contact: Lee Walsh, Director of Finance

Report Authors: James Postle, Senior Finance Manager
Paula Buckley, Finance Manager

23 February 2026

Reason for Decision

To set out the Capital Strategy for 2026/27 to 2030/31 and thereby the proposed 2026/27 capital programme, including identified capital investment priorities, together with the indicative capital programme for 2027/28 to 2030/31, 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 2026/27 to 2030/31 takes the essential elements of the 2025/26 to 2029/30 and previous years' strategies and programmes and moves them forward in the context of the financial and political environment for 2026/27.

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 2031/32 to 2040/41.

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 Capital Strategy is presented at Appendix 1.

Annex C of Appendix 1 sets out the proposed capital expenditure and financing for the period covered by the Capital Strategy, 2026/27 to 2030/31.

The Council has set out its capital programme for the period 2026/27 to 2030/31 based on the principles of the Capital Strategy. The Capital Programme and Capital Strategy are influenced by the level of resources 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.

The capital programme for the period 2026/27 to 2030/31 includes additional Transport schemes funded by Grant (£16.630m), additional Disabled Facilities Grant (£2.908m), additional Council funded investment in Transport specifically for Potholes (£2.000m) and additional resource for Emerging Priorities (£1.592m), both funded by Prudential Borrowing and an increase in The Use of Flexible Capital Receipts of £2.600m until its expiry of the direction in 2030, financed from Capital Receipts.

The revised capital programme includes proposed expenditure for 2026/27 of £102.464m, of which the largest category is £72.953m of expenditure on regeneration, schools, transport and infrastructure projects within the Place Directorate. Total expenditure decreases to £49.047m, £14.923m, £ 5.972m and £1.592m in 2027/28, 2028/29, 2029/30 and 2030/31 respectively.

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.

Capital Programme 2025/26 to 2029/30

The 2025/26-month 9 capital monitoring position presented alongside this report includes expenditure projections that are a key determinant of the 2026/27 programme. The projected outturn spending position for 2025/26 is £70.200m being financed by. Grants and Other Contributions of £41.193m, Prudential Borrowing £23.983m, Capital Receipts of £4.714m and a slight revenue contribution of £0.310m.

Actual expenditure to 31 December 2025 was £40.189m (57.25%) of the forecast outturn. The position will be kept under review and budgets will continue to be managed in accordance with forecasts.

Consultation

There has been consultation with the members of the Capital Investment Programme Board, Leadership and Senior Management on the proposed Capital Strategy and Capital Programme for 2026/27 to 2030/31 was presented to and considered by the Governance, Strategy and Resources Scrutiny Board on 28 January 2026, which is a key element of the consultation process. The Board was content to commend the report to Cabinet. Any comments from Cabinet will be incorporated into the report presented to Council on 4 March 2026.

Recommendations

That Members considers and comments upon as appropriate:

i) The Capital Strategy for 2026/27 to 2030/31 at Appendix 1 of this report and summarised at Section 2.1.

ii) The capital programme for 2026/27 and indicative programmes for 2027/28 to 2029/30 at Annex C of Appendix 1 and summarised at sections 2.2 to 2.5 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 2026/27 and method of calculation and Prudential Indicators detailed in Appendix 2.

Capital Strategy and Capital Programme 2026/27 to 2030/31

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 2026/27 to 2030/31 has been prepared to cover an initial five-year timeframe. Recognising that there is some uncertainty, especially in relation to funding in later years, the Strategy therefore focuses on 2026/27 and 2027/28 in detail.

1.2 The Strategy does however include a longer-term vision, which also covers the time frame for 10 years from 2031/32 to 2040/41. 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 2026/27 to 2030/31 capital spending plans of the Council. This, taken together with an update on spending in 2025/26, has a significant influence over the profiling of expenditure into future years.

1.6 The proposed Capital Strategy and Capital Programme for 2026/27 to 2030/31 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 2026/27 onwards. The Capital Strategy is attached at Appendix 1, with the Capital Programme 2026/27 to 2030/31 in Annex C of Appendix 1.

2 Current Position

2.1 Capital Strategy 2026/7 to 2029/31

2.1.1 The overarching aim of the Capital Strategy is to provide a framework within which the Council's capital investment plans will be delivered over a five-year timeframe, 2026/27 to 2030/31, reflecting the requirements of the latest guidance issued by CIPFA as part of the Prudential and Treasury Management Codes.

2.1.2 The 2026/27 to 2030/31 Capital Strategy is influenced by the principles which shape the overarching budget process for 2026/27 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 and the wellbeing of the residents of Oldham.

The Principles of the Capital Strategy

2.1.3 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.

2.1.4 These principles frame decision making on capital expenditure and underpin the Council's approach to capital investment.

Priority Areas for Investment

2.1.5 Section 3 of Appendix 1 advises of the priority investment areas identified for the 2026/27 to 2030/31 period that will be taken forward.

2.1.6 There is an ongoing requirement for continued funding of existing programmes of work on:

- Corporate Landlord Function
- Town Centre Housing Projects
- Social Care

2.1.7 In addition to the projects specifically referred to above, Appendix 1 provides details of further/new projects for which funding is and may be required grouped by key strategies underpinning the programme:

- Creating a Better Place
- Highways and Transport
- Other Programmes and Schemes

2.1.8 The detail of each scheme is outlined in more detail at Appendix 1.

2.1.9 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, and the capitalisation of interest costs associated with borrowing for the development of capital schemes. The Council has increased the programme for this resource by £1.592m taking the total resource to £5.000m over the 5 year strategy period.

Affordability, Delivery and Risk Associated with the Capital Schemes

2.1.10 In accordance with the requirements of the Prudential and Treasury Management Codes of Practice, the Council must state how it 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. 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

2.1.11 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. This is set out in Section 5.

Treasury Management

2.1.12 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

2.1.13 Section 7 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

2.1.14 Section 8 highlights the Council's non-treasury investments. 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 and were purchased primarily to support local policy objectives of acquisition strategic sites to support long term redevelopment and regeneration ambitions.

Capital Resources to Support Capital Expenditure

2.1.15 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 overall financial position of the Council at the time a decision is required.

2.1.16 This section also highlights the circumstances where capital receipts will be ringfenced to support specific purposes. This includes the use of £2.600m to support the Council's use of flexibility capital receipts for in 2026/27.

Capital Investment and Disposal Appraisal

2.1.17 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

2.1.18 Section 11 highlights 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

2.1.19 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

2.1.20 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. It receives regular monitoring reports and undertakes a detailed annual review of the capital programme.

The Capital Investment Programme Board

2.1.21 Section 14 of Appendix 1 advises that the CIPB will continue in its role as an Advisory Board chaired by the Deputy Leader & Cabinet Member for Finance, Corporate Services and Sustainability. 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

2.1.22 The Council is proposing to utilise the flexibility provided by the Ministry of Housing, Communities and Local Government (MHCLG) to use capital receipts to fund the revenue cost of transformation. The 2026/27-2030/31 revenue budget will rely on up to £2.600m of funding from capital receipts each year until the expiry of the capital direction in 2030. 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.

Update on the 2025/26 Capital Programme

2.2.1 The 2025/26 Month 9 capital monitoring position includes projections that are a key determinant of the 2026/27 programme. As many schemes span more than one year, the anticipated level of reprofiling between years sets the underlying position.

2.2.2 The capital programme for 2025/26 was approved at the Council meeting of 6 March 2025, with expenditure of £108.501m and supporting financing. This has been reduced downwards throughout the year and has subsequently been amended. This includes the outcome of the 2025/26 annual review of the capital programme. The annual review is a comprehensive project by project scrutiny of all schemes in the programme which is being reported in detail to Cabinet within the Month 9 Financial Monitoring report elsewhere on the agenda for this meeting.

2.2.3 The latest available capital monitoring position for the 2025/26 to 2029/30 Capital Programme at month 9 included projected capital expenditure totalling £70.200m for 2025/26 matched with corresponding financing.

2.2.4 Actual expenditure to 31 December 2025 was £40.189m (57.25% of forecast outturn). The position will be kept under review and budgets will continue to be managed in accordance with forecasts.

2.2.5 The 2025/26 forecast capital spending and financing position as at month 9 is set out in the following table.

Table 1 - Revised 2025/26 Capital Programme

Directorate Expenditure	2025/26 Capital Programme as at M09 £000
Community Health and Adult Social Care	3,664
Children's Services	4,325
Heritage, Libraries & Arts	560
Place - Corporate Property	4,274
- Environment	1,414
- Housing	6,544
- Regeneration	36,199
- Transport	8,087
Housing Revenue Account (HRA)	250
Resources / Information Technology (IT)	1,283
Capital, Treasury & Technical Accounting	3,600
Total Expenditure	**70,200**

Funding	2025/26 Capital Programme as at M09 £000
Ringfenced Grants	(35,108)
Un-ringfenced Grants	(5,558)
Other Contributions	(527)
Capital Receipts	(4,714)
Prudential Borrowing	(23,983)
Revenue (HRA & General Fund)	(310)
Total Resources	**(70,200)**

2.2.6 The forecast capital receipts position as at 31 December 2025 is as follows:

Table 2 - Capital Receipts Position

Capital Receipts Position	£000
Expenditure to be Funded from Capital Receipts	4,714
Forecast Capital Receipts Available by 31 March 2026	(5,817)
Forecast Surplus in Capital Receipts	**(1,103)**

2.2.7 The revised capital programme requires the availability of £4.714m of capital receipts in 2025/26 for financing purposes. The total net usable capital receipts currently received in year is £0.954m with an additional estimate of £4.863m to be received by 31 March 2026, therefore the total estimated capital receipts for 2025/26 is £5.817m. 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 2025/26.

2.2.8 The annual review of the capital programme examined all schemes to give Members assurance that planned expenditure remained relevant and aligned with corporate objectives. The capital programme for 2026/27 (and future years) reflects the results of the review and the additional resources made available since month 9 shown below.

Directorate Budget	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000	2030/31 £000	TOTAL £000
People - Disabled Facilities Grant	-	2,908	-	-	-	-	**2,908**
Place - Transport	335	8,837	5,613	4,180	-	-	**18,965**
Funding for Emerging Priorities	-	-	-	-	-	1,592	**1,592**
Capital, Treasury & Technical Accounting		600	600	600	600		**2,400**
Grand Total	**335**	**12,345**	**6,213**	**4,780**	**600**	**1,592**	**25,865**

Funding	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000	2030/31 £000	TOTAL £000
Grant & Other Contributions	(335)	(9,745)	(5,613)	(4,180)	-	-	**(19,873)**
Prudential Borrowing	-	(2,000)	-	-	-	(1,592)	**(3,592)**
Capital Receipts		(600)	(600)	(600)	(600)	-	**(2,400)**
Grand Total	**(335)**	**(12,345)**	**(6,213)**	**(4,780)**	**(600)**	**(1,592)**	**(25,865)**

2.2.9 It is anticipated that the 2025/26 position will 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 2026/27 to 2030/31

2.3.1 The table below sets out the summary of the anticipated expenditure and matched financing of £178.998m, which incorporates resources expected to be carried forward from 2025/26. The proposed 2026/27 to 2030/31 programme reflects the 2025/26 Month 9 position together with an enhanced projection of expenditure for 2026/27 to 2030/31 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 2026/27 to 2030/31

Proposed Capital Spending	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000	2030/31 £000
Community Health and Adult Social Care	3,664	6,495	3,870	-	-	-
Children's Services	4,326	9,657	6,481	2,209	10	-
Communities	-	125	-	-	-	-
Heritage, Libraries & Arts	560	-	-	-	-	-
Place - Corporate Property	4,274	4,346	3,669	1,744	362	-
- Environment	1,414	2,663	111	-	-	-
- Housing	6,544	4,702	-	-	-	-
- Regeneration	36,198	35,084	9,230	92	-	-
- Transport	8,422	26,158	12,627	4,180	-	-
Housing Revenue Account (HRA)	250	6,151	3,849	-	-	-
Resources / Information Technology (IT)	1,283	3,843	3,336	1,092	-	-
Capital, Treasury & Technical Accounting	3,600	3,240	4,973	3,100	5,600	-
Funding for Emerging Priorities	-	-	902	2,506	-	1,592
Total Expenditure	**70,535**	**102,464**	**49,047**	**14,923**	**5,972**	**1,592**
Funding	**2025/26 £000**	**2026/27 £000**	**2027/28 £000**	**2028/29 £000**	**2029/30 £000**	**2030/31 £000**
Ringfenced Grants	(35,444)	(49,882)	(27,361)	(4,180)	-	-
Un-ringfenced Grants	(5,558)	(12,695)	(4,355)	(1,169)	(256)	-
Other Contributions	(526)	(87)	(831)	-	-	-
Capital Receipts	(4,714)	(3,751)	(2,900)	(2,600)	(2,600)	-
Prudential Borrowing	(23,983)	(33,039)	(13,600)	(6,974)	(3,116)	(1,592)
Revenue (HRA & GF)	(310)	(3,010)	-	-	-	-
Total Funding	**(70,535)**	**(102,464)**	**(49,047)**	**(14,923)**	**(5,972)**	**(1,592)**

2.4 Resources Available to Support the Capital Programme

2.4.1 Included within the Capital Programme 2026/27 to 2030/31, capital grants and contributions provide a significant proportion of the overall funding. Some new funding initiatives have been introduced during 2026/27 and will continue over the life of the

programme. Grants have been awarded/anticipated for Education, Regeneration, Housing, and Transport projects. The Council has not yet received all the grant allocations for 2026/27, and any new funding will be incorporated into future updates.

Government Grant Funding

2.4.2 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.

2.4.3 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.

2.5 Proposed Capital Programme

2.5.1 Annex C of Appendix 1 of this report details the proposed 2026/27 Capital Programme and the indicative programme for the period 2027/28 to 2030/31. 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 £173.998m with corresponding financing.

2.5.2 Total expenditure in 2067/27 is planned at £102.464m. However, the in-year position is anticipated to evolve as:

- There may be further Government funding allocations announced prior to the start of 2026/27.
- The outcome of specific grant bids will be announced during 2026/27.
- 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 be presented to Members in future reports.

3. Options/Alternatives

3.1 The two options that Cabinet Members are asked to consider are to:

a) Accept the proposed recommendations of Capital Strategy and Capital Programme for 2026/27 to 2030/31, Flexible Use of Capital Receipts Policy, Treasury Management Indicators, and MRP policy.

b) Suggest an alternative approach to capital investment for 2026/27 to 2030/31, including the revision of capital priority areas.

4. Preferred Option

4.1 The preferred option is 3.1 (a) that Cabinet Members commends the proposed Capital Strategy and Capital Programme for 2026/27 to 2030/31, Treasury Management indicators and MRP policy to Council.

5. **Consultation**

5.1 Consultation has taken place with the members of the CIPB which includes Cabinet Members, Leadership and the Chief Executive group. The members of the CIPB have contributed to the preparation of the 2026/27 to 2030/31 Capital Strategy and Capital Programme. Consideration of the Capital Strategy by the Governance, Strategy and Resources Scrutiny Board is a key part of the consultation process and was considered at its meeting of 28 January 2026 where the board was content to commend the report for presentation to Cabinet on 23 February 2026. Any comments from the Cabinet will be incorporated into the report presented to Council on 4 March 2026.

6. **Financial Implications**

6.1 These are covered within the body of the report and associated appendices.
Lee Walsh (Director of Finance & Section 151 Officer)

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. **Procurement Implications**

8.1 There are no procurement implications arising directly from this report. Any procurement implications in relation to individual schemes will be the subject of a separate report.

9. **Equality Impact, including implications for Children and Young People**

9.1 Not applicable.

10. **Key Decision**

10.1 Yes.

11. **Forward Plan Reference**

11.1 FCR-17-25

12. Background Papers

12.1 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 and Appendix 2
Officer Name: James Postle & Paula Buckley
Contact No: 0161 770 4247

13. Appendices

13.1 Appendix 1 – Capital Strategy 2026/27 to 2030/31

13.2 Appendix 2 – Capital Strategy 2026/27 to 2030/31 and Minimum Revenue Provision (MRP) Policy Statement 2026/27

Appendix 1

Oldham Council

Capital Strategy
2026/27 to 2030/31

Capital Strategy 2026/27 to 2030/31

Contents

Section	Title
1	Aims of the Capital Strategy and its links to the Council's Corporate Plan: Ready for the Future and the Oldham Plan (Pride, Progress, Partnerships), Creating a Better Place Programme, Medium Term Property Strategy, Housing Strategy and Budget and Policy Framework
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3	Priority Areas for Investment
4	Affordability, Delivery and Risk Associated with the Capital Strategy
5	Knowledge and Skills
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8	Other Non-Treasury Investments
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10	Capital Investment and Disposal Appraisal
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13	The Measurement of the Performance of the Capital Programme
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1 Aims of the Capital Strategy and its Links to the Council's Corporate Plan: Ready for the Future and the Oldham Plan (Pride, Progress, Partnerships), 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 2026/27 to 2030/31 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) sets out a financial forecast for the period 2026/27 to 2028/29 with indicative budget position for the years 2029/30 and 2030/31 which are outside the current settlement period. The Provisional Local Government Finance Settlement of 17 December 2025 was the first multi-year settlement since 2016/17 which provided some funding certainty up to 2028/29, the end of the current Spending Review period, albeit indicative allocations only. Recognising that funding estimates beyond 2026/27 are indicative, this Strategy is aligned to the revenue budget and therefore also focuses on 2026/27 in detail, with indicative estimates for 2027/28 and future years.

1.2 The Strategy does however include a longer term vision, which also covers the time frame for 10 years from 2031/32 to 2040/41. 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 2026/27 have incorporated the requirements of the Codes.

Co-operative Council

1.8 The 2026/27 to 2030/31 Capital Strategy is influenced by the principles which shape the overarching budget process for 2026/27 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, building on the redevelopment of the Spindles and Town Square Shopping Centres;
- Implementing key strands of the Housing Strategy to improve the housing offer, including Town Centre housing with the Council's Strategic Development partner;
- Improving connectivity across the borough; and
- 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 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 Enhanced Business Rates Retention scheme (originally pilot scheme), which commenced across Greater Manchester on 1 April 2017.

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 (Ready for the Future) and the Oldham Plan (Pride, Progress, Partnerships)

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.

1.12 Alongside the development of the Corporate Plan 2024-27, 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 2024-2027 at the Council meeting of 6 November 2024.

1.13 Pride, Progress, Partnerships 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 support the improvement of our residents' lives.

1.14 The Council's Corporate Plan 2024-27: Ready for the Future shows how the Council will build a future where Oldham is recognised for its ambition, inclusiveness and strength. The Plan focuses on three key goals:

- Healthier, Happier Lives;
- A Great Place to Live;
- Green and Growing;

1.15 It also highlights four main focus areas or "pillars":

- Efficiency and Value for Money;
- Capacity Building;
- Digital;
- Prevention and Early Help

1.16 Pride, Progress, Partnerships 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 reflects changes in the environment since the previous iteration of the

Oldham Plan was adopted by the Oldham Partnership in 2022, and to co-ordinate Oldham's Partnership response with the missions of the government.

1.17 The 2026/27 budget process has been heavily influenced by the aims of the Corporate Plan and Oldham Plan, and the capital strategy has regard to the three key goals and four focus areas above and how these can be delivered. Extensive consultation and resident feedback had shaped the new Plan, with three missions – Healthier, Happier Lives; Great Place to Live; and Green and Growing – each of which were supported by specific deliverables to drive progress and positive change for Oldham's communities.

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.

1.20 The programme includes several schemes which are already at the delivery stage, including the finalisation of the redevelopment of the Spindles and Town Square Shopping Centres, Northern Roots, and the refurbishment of the Oldham Coliseum. Other schemes which are being progressed include, Tommyfield Park, and George Square.

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 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. The Princes Gate scheme has been included in the Partnership and during 2025/26 there was a successful bid to the Greater Manchester Combined Authority (GMCA) for Good Growth Funding of £31.5m for the partnership.

1.23 The Council has succeeded in securing an allocation of £20m of Community Regeneration Partnership Fund and during 2025/26 the Council's remaining allocations of Towns Fund and Levelling Up funding were combined into a new Local Regeneration Fund Capital Grant. The grant funding is supporting a number of key regeneration projects including the Northern Roots Visitors Centre and Forestry Skills Centre, the refurbishment of the Coliseum Theatre and associated town centre works, the new outdoor market at George Square, funding for the development of the Sportstown project and the provision of grants to the Voluntary, Community, Faith, Social Enterprise (VCFSE) sector.

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 The Council's Medium Term Property Strategy (MTPS) is a high-level strategy that incorporates a detailed Asset Management Plan for every group of the Council's assets. This plan has more recently has been incorporated into the Creating a Better Place programme of works, which has its own Corporate Estates theme.

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 Corporate Estates Theme 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 Corporate Estates theme. 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; and
- The rationalisation of the Council's corporate estate to ensure that the estate provides value for money.

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.

Housing Strategy

1.30 The Housing Strategy aligns the priorities within the Creating a Better Place programme and the Oldham Plan, the Places for Everyone Framework and the GM Housing Strategy. It recognises the function that housing plays in supporting health and social care integration and wider public sector reform. A key objective of the 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.

1.31 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.

1.32 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.

1.33 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.

1.34 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

1.35 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.

1.36 The Strategic Estates Group (SEG) in Oldham is attended by representatives from a wide range of public sector partners, including the Council, 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 Together 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 2024 to 2027: Ready for the Future and Pride Progress, Partnership, the Oldham Plan agreed by the Oldham Partnership;
b) Transport agenda and transport grant funding;
c) Current pressure on Special Educational Needs Provision within Oldham and use of the High Needs Provision Capital Allocation Grant;
d) Funding of adaptations to homes for the disabled and Disabled Facilities Grant funding;
e) Social Care funding requirements arising from pooled funding arrangements and Council Provision of Residential Placements;

f) Development of new policies for Social Care;
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- 9.3.18.

Principle 8
For the purposes of preparing the Capital Strategy and Capital Programme for 2026/27, an assumption has been made that all resources that remain unallocated within the 2025/26 programme will be treated as though they are fully committed and carried forward into 2026/27 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 review and update the priorities in accordance with in-year developments, responding to local and national emerging issues. The priorities for 2026/27 to 2030/31 are set out in Section 3.

3 Priority Areas for Investment

3.1 The priority investment areas identified for the 2026/27 to 2030/31 period are covered below. This section highlights potential priority investment areas for 2026/27 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 Landlord Function
b) Town Centre Housing Projects
c) Social Care

3.3 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, Coliseum Refurbishment, Northern Roots, Heritage Town Centre Assets, and Other Regeneration schemes including Prudential Building, Tommyfield Park and Greenway, and George Square)
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) Active Travel Funding
e) 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 provision and reform agenda and Children's Social Care provision
c) Fleet Replacement
d) GM Investment Fund Loans
e) GM Devolution and Related Initiatives
f) Opportunities arising from Central Government Funding
g) Capital Grants to Third Sector Organisations
h) Matched Funding for Grant Bids
i) Funding for Emerging Priorities

3.4 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.

3.5 An allocation for Capitalisation of Interest costs has been provided for over the life of the Capital Strategy.

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 2031/32 to 2040/41.

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 regular scheduled 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;
- 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 and 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 is updated annually. The Strategy and Framework were reviewed in April 2025. 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 £534.517m (CFR) by 2030/31.

Concept of Proportionality

4.13 In line with the Prudential and Treasury Management Codes and guidance from the Ministry for Housing, Communities and Local Government (MHCLG), 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.

	2026/27 Estimate £'000	2027/28 Estimate £'000	2028/29 Estimate £'000	2029/30 Estimate £'000	2030/31 Estimate £'000
Total Net Non-Financial Investment Return	98	98	98	98	98
Net Revenue Budget	368,053	393,758	417,068	440,575	450,048
% of Net Non- Financial Investment Income as a contribution to Net Revenue Budget	**0.03**	**0.02**	**0.02**	**0.02**	**0.02**

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 2026/27 to 2030/31 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 Members to facilitate robust scrutiny and decision making.

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 Council's budget process.

6.3 At the end of the five year Capital Strategy period, the Council's debt is forecast to be £399.581m (CFR £534.517m. 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 £217.038m of such liabilities at the start of 2026/27 which is expected to reduce to £178.490m by 2030/31. The Council's Operational Boundary for 2026/27 is forecast to be £595.000m. The Council's Authorised Borrowing limit will be £613.500m for 2026/27.

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 £92.985m.

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.

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 Council's Treasury Management Strategy 2026/27.

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; and
- 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 prior to 2024/25, the Council has been working in an environment of historically low interest rates and these low investment returns have contributed to pressure on the Council's revenue budget. Combined with the revenue budget shortfall and the returns available on cash investments, along with reduced Central Government financial support for local public services has seen the Council having to investigate 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 £13.615m in the property fund and the investment currently generates an income return of approximately 4.62% 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 2026/27 to 2030/31 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 2026/27 to 2030/31 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 2024 to 2027 and Pride, Progress Partnership, 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 high-needs school places in 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) The development of opportunities for new schemes arising from the levelling up agenda.
g) The Council's ambition to deliver its Housing Strategy.
h) Any resources allocated by Central Government after approval of the Council's 2026/27 to 2030/31 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 10) 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. 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 unless expenditure relating to qualifying housing provision can be identified ; 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).

Ringfencing of Capital Receipts

9.3.12 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.

9.3.13 The only area where the Council ringfences capital receipts is in respect of:

Flexible Use of Capital Receipts

9.3.14 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. It was announced by Government as part of the 2024/25 Provisional Local Government Finance Settlement (PLGFS) on 18 December 2023 that the current scheme, which currently applies to expenditure and receipts incurred between 1 April 2022 and 31 March 2025, has been extended to 31 March 2030. 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 2026/27 the first £2.600m of qualifying disposals/ receipts will be used to support the revenue budget via the financing of transformational projects.

9.3.15 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.

9.3.16 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

9.3.17 In considering the 2026/27 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.

9.3.18 The Council's objective to rationalise the corporate estate will lead to the marketing of increasing numbers of surplus assets. 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.

9.3.19 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.

9.3.20 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 regularly presented to Cabinet and advises Members of receipts compared to target.

d) Revenue Contributions

9.3.21 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

9.3.22 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

9.3.23 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.

9.3.24 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.

9.3.25 The use of any Capital Section 106 funding will be presented to the CIPB for review.

g) Community Infrastructure Levy

9.3.26 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.

h) Private Finance Initiative (PFI) and Similar Initiatives

9.3.27 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. However, no new PFI schemes are currently anticipated.

i) UK Municipal Bonds Agency Plc

9.3.28 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.

9.3.29 To date the UKMBA has made one standalone loan outside of the proportional guarantee. The loan was for £350 million for 5-years to March 2025 and was a floating rate and linked to the Sterling Overnight Index Average (SONIA).

9.3.30 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 a 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.

Gateway Review System

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 an ambitious programme of transformation which includes rationalising the corporate estate as a key driver for change which includes the delivery of a revenue budget reduction.

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, a Corporate Landlord Theme 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 saving.

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.

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) Northwest Contractor Framework income from other public bodies that 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 monthly monitoring report. In addition, financial monitoring reports will be considered by Cabinet 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 Audit Committee, Cabinet/Council as part of the Treasury Management Strategy, the Treasury Management quarterly review, and the Annual Review. Some grant regimes have separate monitoring arrangements with reports required to be submitted to Government. Where appropriate, CIPB will consider such external reports.

A

14 The Capital Investment Programme Board

14.1 The Capital Investment Programme Board (CIPB) is an Advisory Board and is chaired by the Deputy Leader and Cabinet Member for Finance, Corporate Services and Sustainability. The lead Chief Officer for CIPB is the Executive Director Place (Deputy Chief Executive). 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, and the Director of Education, Skills and Early Years. 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 2026/27 to 2030/31 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 2030/31 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 2031/32 to 2040/41.

A) Schemes to be Delivered in Years 0-5 (2026/27 to 2030/31)

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 (2026/27 to 2030/31); and
- those which will progress from 2031/32 to 2040/41 (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, following the outcome of the review of the Capital Strategy 2026/27 to 2030/31, in the financial year 2030/31 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

2027/28 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. Provision for such expenditure is included within the Place – Asset Management service budget which has an allocation of £5.124m over the remaining programme.

b) School Condition Works

The Council has provided resources to address the most immediate needs for condition works within the school estate. There is however, increasing demand on the school condition works budget to address condition issues as well as other preventative work. Provision is included within the Place – Asset Management (Education Premises) budget.

c) High Needs Provision Capital Allocation (HNPCA)

The Council continues to prioritise this funding to address local provision priorities to meet the capital costs associated with projects that help ensure sufficient places for:

- children and young people with complex needs, who have Education, Health and Care plans (EHCPs), and where appropriate, other pupils with Special Educational Needs and Disability (SEND) without an EHCP
- children and young people who require Alternative Provision (AP) (including children in AP settings without an EHCP).

d) ICT (Digital, Data and Technology) Strategy

The Digital, Data and Technology Strategy is underpinned by 6 core pillars that form the basis of the Capital Investment required to provision an infrastructure platform that is fit for purpose, scalable and secure, enabling Oldham Council for digital transformation of resident facing services to back-office functions. It will harness data as a strategic asset, integrating Microsoft technologies to transform council operations, empower the workforce, and deliver citizen-centred results, in line with national data and cyber strategies and with local priority focus.

Pillar 1 – Digital Infrastructure & Cloud Excellence

- Full Cloud Migration
- Cybersecurity and Data Protection
- Sustainable and Scalable IT

In 2026, IT will safely and securely exit the Council's on-premise data centre and move all legacy Council systems into the MS Azure cloud environment with suitable Disaster Recovery provision. The network is being enhanced by implementing the Great Manchester One Network across the Borough. IT will complete this upgrade and improvements of the network, complete the refresh of the Wi-Fi, complete the migration into Azure and the optimisation of the infrastructure for financial maintainability and

resilience. The Public Switched Telephone Network (PSTN) transition project will also complete in 2026/27.

New Cyber essential initiatives will be starting for:

1. Aligning with National Cyber Security Centre (NCSC) cyber security best practices by adopting Zero Trust Network Access (ZTNA) to benefit from a cloud-native platform that enforces Zero Trust principles, providing secure access to applications and data to enable faster connections routing traffic through its global edge network.
2. Transitioning to an external Security Operations Centre, to benefit from specialised 24/7 threat monitoring, advanced incident response, and seamless integration with modern zero-trust architectures.
3. Implementing the methodology for achieving Cyber Assessment Framework (CAF) compliance, to aid the management of cyber risk, control and remediation.
4. Exploiting Microsoft cloud services to further enhance the Council cyber posture in alignment with the NCSC guidelines.
5. Refreshing the networks witches around the Borough.

Pillar 2 – Intelligent Automation & AI Integration

- Digital Transformation
- Automating Tasks
- Enhancing service quality

The Council will adopt Robotic Process Automation (RPA) and explore Generative AI agents to streamline repetitive, rule-based tasks across key service areas, reducing manual effort and improving operational efficiency. RPA will enable faster processing of high-volume transactions, such as data entry, reporting, and compliance checks, freeing staff to focus on value-added activities and citizen engagement. By integrating RPA with AI-driven tools and existing platforms like Microsoft 365 and Fabric, the Council will create intelligent workflows that deliver cost savings, enhance accuracy, and support a more agile, digitally enabled organisation

Pillar 3 – Data Excellence & Governance

- Unified Data Platform
- Data-Driven Decisions
- Centralised System with Analytic Tools

Whilst a Data Services Platform has been developed, this data initiative will grow over the next financial year. The aim is to evolve from fragmented data silos, with no central corporate home for data and analysts embedded in business units, to a unified, AI-enhanced Data Services Platform using Microsoft Fabric, Co-pilot agents, Power BI, and automation tools. The focus is on revolutionising services such as adults' and children's social care through predictive analytics, automated workflows, and real-time insights, whilst prioritising ethical governance and digital inclusion.

New initiatives will be to migrate to Microsoft Fabric and to develop the Data Platform further with ingestion from increased data sources.

Pillar 4 – Citizen Centric Services

- Customer Experience Excellence
- Accessible Digital Interfaces
- Resident Focussed Services

The focus is on delivering accessible, intuitive digital services through a modern Customer Digital Platform and redesigned modern website and potentially the development of an Oldham App. Investments in cloud-based business systems and improved contact centre capabilities will create seamless, end-to-end digital experiences for residents. This will be supported by utilising Dynamics for Case Management.

One specific development in the Borough will be to replace all public facing devices in libraries, lifelong learning centres etc with an improved user experience.

Pillar 5 – Workforce Empowerment

- Digital Collaboration
- Mobile Workforce
- Digital Skills Development

The laptop refresh replacing Lenovo devices with the Microsoft Surface devices is ongoing and will be completed during the 2026/27 period. The aim is to enable a mobile, digitally skilled workforce through M365 collaboration tools, secure remote access, and automation of HR processes. Migrating shared files to SharePoint Online, utilising OneDrive and deploying cloud-based Teams telephony will support hybrid working principles. Initiatives to implement more of the collaborative tools included within MS Office 365 will also increase the productivity of the workforce.

Pillar 6 – Innovation & Partnerships

- Develop Strategic Partnerships
- Exploit Emerging Technologies
- Innovation Collaboration

To foster innovation by developing strategic partnerships and exploring emerging technologies with other GM authorities and further afield as required. This collaborative approach ensures agility, learning from others, avoiding pitfalls and being future-ready, and capable of delivering transformative solutions for residents and services

Whilst this funding will allow the commencement of the new essential initiatives noted above during 2026/27, further funding would be required to undertake any developments in the following areas:

- Website Refresh
- iTrent development
- Agresso Upgrade & move to the Cloud as SaaS
- Service Area improvements / modernisation such as
    - Customer Services
    - Environmental Services
    - Adults and Children's Social Care
- Critical System Replacements
- Schools PSTN and Support
- Further Case Management and CRM Development

The above areas will be picked up by either the service area or transformation budget.

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 £7.457m and is available for such investment.

Online Self-Service Tools for Financial Assessments

The Client Finance team transferred into the Revenues and Benefits service area of the Resources Directorate due to realise efficiencies and provide a resident focused approach which includes maximising Oldham residents' income.

To take this further, it has been identified the need to enable Oldham residents to understand whether they will be required to pay for or contribute towards their care costs. The service is looking into web-based calculators for residents and social workers to conduct indicative financial assessments, which have become standard practice across the majority of local authorities in the UK. Oldham Council does not currently have this in situ. A business case for the procurement of a web-based calculator has already been drafted by the ASC Transformation programme. For the options available in the market, the implementation and costs are circa £35k.

By adopting online financial assessments, the aim is to speed up the process and adopt a more proactive stance towards maximising income. Residents will be able to quickly upload key documents, from bank statements to power of attorney details, enabling faster and more efficient decision-making. This change doesn't aim to replace staff, but rather to empower both residents and workers, enhancing collaboration through a more effective and user-friendly platform.

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 to ensure efficient utilisation and rationalisation of the Council's corporate estate (land and property). The Creating a Better Place programme incorporates a wide range of schemes which are either in train or will be started over the period 2026/27 to 2030/31.

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 and £10.750m and £20m from the Levelling Up Fund Round 2, which have now been combined into the Local Regeneration Fund (£19.432m over this Capital Strategy Period) and £20m from the Community Regeneration Fund (£8.375m over this Capital Strategy period). The Council will seek to secure further funding to support decarbonisation and the Green New Deal strategy from funds such as the Public Sector Decarbonisation Scheme.

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 focuses on the dynamics between people, homes and the wider economy. 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 Strategy, including the potential opportunities from the Local Authority Housing Fund which provides a funding stream with the opportunity to construct/acquire a sustainable stock of affordable housing. Funding will also be employed to 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 for the borough to achieve carbon neutrality by 2030.

Details of key regeneration schemes are set out below.

Spindles and Town Square Shopping Centres

The Council acquired the shopping centres as a critical strand of wider plans for the redevelopment of the town centre. The centre's acquisition and redevelopment has facilitated the release other town centre sites for repurposing including the provision of housing and additional green space.

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 with the second and third phases completed during the 2024/25 financial year with Council staff now based in the centre.

The Archives element of the schemes was completed in September 2025 and the Market, Events Centre (the Loom) element is in the final stages of completion and fit-out and is currently expected to be open before the end of the 2025/26 financial year.

Wider Town Centre Redevelopment

The Council 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, and the former Leisure Centre. The Princes Gate site was included within the project as part of the partnership 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 contribute to the Council's requirements for housing.

Coliseum

Towns Fund Grant supplemented by Council Funding will help bring the Oldham Coliseum building on Fairbottom Street back into use. The initial asbestos strip has already been undertaken, and Tilbury Douglas have been awarded the redevelopment contract and works are currently underway and progressing on site. There are also plans funded via the Community Regeneration Fund to enhance the Public Realm around the Yorkshire Street/Fairbottom Street area to support the reopening of the Coliseum.

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. The Levelling Up Fund Grant will support the provision of an Education Centre. Willmott Dixon have been awarded the development contract and works are currently underway and expected to complete by Summer 2026.

Sportstown

The Council, along with other landowners around Boundary Park Stadium are working with a range of partners to establish an ambitious vision which defines plans to bring together Oldham's sporting excellence, health care and much needed enhanced educational pathways through the creation of a new centre of excellence whilst also increasing participation for a wide range of users at the heart of the community. The Council's contribution is funded from the Community Partnership Regeneration Fund.

District Priorities

The Council is supporting via Community Regeneration Partnership Funding and Long-Term Plan for Towns funding to support Community and voluntary sector capital works across the Council's 5 districts to support the Oldham Plan main priorities of a great place to live: healthier, happier lives and green and growing.

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 development at Kaskenmoor and other pipeline sites 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

Creating a Better Place Corporate Estates Theme / Medium Term Property Strategy (MTPS)

The Creating a Better Place Corporate Estates Theme leads on the development of the Council's plans for property led change and will undertake a review of the MTPS.

The MTPS and its implementation is key to the Council achieving both cost savings and a more efficient use of the corporate estate 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.

The MTPS is also at the centre of numerous inter-dependencies which will also shape future requirements including:

- The 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 the borough to be carbon neutral by 2030;
- 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.

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 2026/27 to 2030/31 includes an allocation within the Place – Boroughwide Developments 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 Integrated Commissioning Partnership (ICP) have established 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 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, 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, work is underway at the solar farm at Wrigley Head with completion of the farm currently anticipated to be during Summer 2026.

As well as Council investment in its own assets, the Council is seeking 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 deliver our 2030 net zero aspirations. Planning for the procurement of a Green New Deal Delivery Partner began in 2024/25 and continued to develop during 2025/26 and the procurement process for Delivery Partner is expected to go out to the market before the end of the 2025/26 financial year.

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 (GM2040) - and its 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 (2027-2032) 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, 2023/24, 2024/25 and 2025/26, 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 for 2026/27.
- £4.500m Strategic Maintenance scheme for major maintenance / refurbishment of the Manchester Street Viaduct between 2023/24 – 2026/27 with £3.000m of maintenance block funding to match fund the scheme in 2026/27.
- The schemes focus on bus priority and active travel at St Mary's Way (£0.900m), and the Mumps Corridor (£0.675m) will seek assurance for capital funding to deliver the schemes in 2026/27.
- CRSTS funding of £0.800m for Oldham to develop various bus improvement and infrastructure schemes including the Oldham section of the Quality Bus Transit corridor between Rochdale, Royton, Oldham, and Ashton, a Red Route scheme on the A62 between Failsworth and Oldham Town Centre, and other bus pinch points schemes. Capital funding for delivery of these schemes will be sought in 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 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 charge point delivery. Oldham was included in a Greater Manchester submission to LEVI for a capital allocation totalling £16.158m, which has been secured. Procurement of the Charge Point Operators to deliver this infrastructure is being carried out on GM's behalf by TfGM. Once appointed, delivery and management going forward will be led by districts with funding allocated to Oldham's transport capital programme,

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 31 March 2027.

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.

Other External funding for Sustainable Urban Drainage schemes are currently being explored although there is no further detail released at this time.

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 capital funding sources, such as grant funding and developer contributions.

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.

£8.55bn of funding was announced under the previous government as being made available for CRSTS2 for the nine Mayoral Combined Authorities (MCAs) across the country. Subsequently, Greater Manchester were informed of their indicative CRSTS2 funding settlement £2.474bn (over £1bn more than CRSTS1). This allocation has yet to be confirmed by the government.

In addition, details regarding the 3 Year Settlement allocation from GMCA are still being defined.

The above gives us a greater level of confidence regarding funding continuity and an ability to manage our infrastructure investment as a longer-term pipeline.

4 Other Programmes and Schemes

a) Housing Initiatives (Funded by the Housing Revenue Account Resources)

Given the reducing HRA balances, 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 or temporary accommodation options 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 2025/26 the full Better Care Fund (BCF) capital allocation in the form of Disabled Facilities Grant (DFG) was £2.908m, the grant is 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 and the grant is included within the Section 75 Pooled Fund in place between the Council and Oldham ICP. It is expected that the allocation will be fully utilised at the end of the current financial year. In the absence of a formal notification of funding for 2026/27 it is anticipated that the allocation will at least mirror the 2025/26 grant allocation and £2.908m has been allocated within the strategy.

Oldham Total Care

The capital programme has a provision of £0.437m for Oldham Total Care 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

Work is continuing to increase the Council's internal capacity of Children's Social Care residential homes. Two of the homes are now completed and operational, with work on the third property ongoing. It is expected that the third property will be opened during 2026/27.

The Foster Carers Adaptation Scheme: Capital funding to enable Oldham foster carers to adapt or extend their homes to care for foster children within the borough is currently being developed. Subject to approval of a formal policy, the scheme will make grants to eligible foster carers and will be contingent on qualifying carers 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

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 significantly 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. A full Council-wide fleet strategy will be developed in 2026/27.

d) GM Investment Fund Loans

In line with the approved scheme initiated and underwritten by the Greater Manchester Combined Authority (GMCA), the Council may manage loans to qualifying businesses to support the growth ambitions as set out in the GM strategy.

No specific provision has been allowed but will be managed from within available resources as schemes are identified.

e) Greater Manchester Devolution and Related Initiatives

Development under the devolution agenda is an evolving programme of activity at the wider GM level. Working in partnership with the GMCA and other Local Authorities, the Council will seek to support new initiatives related to transport, housing and economic regeneration.

No specific provision has been allowed for such investment but will be managed from within available resources as schemes are identified.

f) Opportunities arising from Central Government Funding

Following on from the Local and Community Regeneration Fund awards for the Council. The Council will ensure as more information becomes available about future potential Central Government 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, as appropriate.

g) Matched Funding for Grant Bids

The Council is mindful that the Government or the GMCA may introduce a range of grant funding opportunities for which bids must be submitted at short notice, some of which may have a matched funding requirement. The Council's strategy will be to respond as it considers appropriate to bidding arrangements, ensuring that bids are submitted which align with its objectives and that matched funding requirements are

considered on a scheme by scheme basis with resource requirements prioritised accordingly.

h) Funding for Emerging Priorities

The Capital Programme includes an unallocated resource that can be deployed to support existing priority schemes or new initiatives, including those highlighted above for which no specific allocation exists, for example Greater Manchester Devolution and Related Initiatives and Matched Funding for Grant Bids.

This is considered a prudent approach to allow flexibility, revision and reassessment of understanding priorities. Provision of £5.000m is available over the life 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 external events beyond the control of the Council and the current Cost of Living crisis. 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 (2031/32 to 2040/41)</u>

The Creating a Better Place programme encompasses ambitious town centre and borough-wide regeneration plans, the MTPS and the Housing Strategy. The Council has reviewed and developed these 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.
- 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 2074/75. 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 2031/32 to 2039/40 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, restoration works to historic/heritage buildings, 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 or other 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 Council's current Housing 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 including the provision of temporary accommodation 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, Corporate Services and Sustainability, 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 Executive Director Place (Deputy Chief Executive).

Officers in attendance at CIPB are:

a) Executive Director Place (Deputy Chief Executive)
b) The Director of Finance (S151 Officer)
c) Senior Members of the Finance Service
d) Director of Education, Early Years and Skills
e) 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.

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 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, Corporate Services and Sustainability, in consultation with the Executive Director Place (Deputy Chief Executive) and the Director of Finance (S151 Officer).

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) Education Provision Group
c) IT Digital

Capital Programme 2026/27 to 2030/31 **Annex C**

Expenditure	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000	2030/31 £000
Community Health and Adult Social Care	**6,495**	**3,870**	**-**	**-**	**-**
Social Care	3,587	3,870	-	-	-
Disabled Facilities Grant	2,908	-	-	-	-
Children's Services	**9,657**	**6,481**	**2,209**	**10**	**-**
Children, Young People and Families	742		-	-	
Capital - Schools - General	3,127	6,481	2,209	10	
Capital - Schools - Primary	2,355	-	-	-	
Capital - Schools - Secondary	1,593	-	-	-	
Capital - Schools - Special	1,840	-	-	-	
Capital - Schools New Build	-	-	-	-	
Communities	**125**	**-**	**-**	**-**	**-**
Local Investment Fund	125	-	-	-	
Place	**72,953**	**25,636**	**6,016**	**362**	**-**
Asset Management - Backlog Maintenance	2,817	1,625	575	107	
Asset Management - Education Premises	1,529	2,044	1,169	255	
Boroughwide Developments	17,363	1,700	92	-	
Environment Services (inc Cemeteries and Crematorium)	2,663	110		-	
Housing	4,702			-	
Strategic Acquisitions	1,147	-	-	-	
Town Centre Developments	16,574	7,530	-	-	
Transport Services	24,232	12,627	4,180	-	
Fleet Management	1,926	-		-	
Housing Revenue Account	**6,151**	**3,849**	**-**	**-**	**-**
Housing Revenue Account	6,151	3,849	-	-	
Resources / Information Technology (IT)	**3,843**	**3,336**	**1,092**	**-**	**-**
Information Technology	3,843	3,336	1,092	-	
Capital, Treasury & Technical Accounting	**3,240**	**4,973**	**3,100**	**5,600**	**-**
Strategic Investments	140				
Flexible Use of Capital Receipts	2,600	2,600	2,600	2,600	
Capitalised Interest	500	500	500	500	
Provision for Inflationary Pressures		1,873		2,500	
Capital General	**-**	**902**	**2,506**	**-**	**1,592**
Funding for Emerging Priorities		902	2,506	-	1,592
Budget Expenditure Total	**102,464**	**49,047**	**14,923**	**5,972**	**1,592**

Resources Available	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000	2030/31 £000
Ringfenced Grants	**(49,882)**	**(27,360)**	**(4,180)**	**-**	**-**
Brownfield Infrastructure and Land Funding Grant	(4,751)	-	-	-	-
Challenge Funding	(375)	-	-	-	-
City Region Sustainable Transport Settlement (CR	(15,120)	(8,663)	(4,180)	-	-
Community Regeneration Partnership Grant	(8,375)	-	-	-	-
Devolved Formula Capital (DFC)	(438)	-	-	-	-
Local Regeneration Fund	(14,083)	(5,349)	-	-	-
Grant in Aid	(7)	-	-	-	-
Green Heat Network Fund	-	(7,530)	-	-	-
High Needs Provision Capital Allocation (HNPCA)	(3,890)	(2,503)	-	-	-
Local Growth and Reform 2 Grant	(75)	-	-	-	-
Mayor's Cycling and Walking Challenge Fund	(2,017)	(3,315)	-	-	-
Pride in Place Impact Fund Grant (MHCLG)	(750)	-	-	-	-
Un-ringfenced Grants	**(12,695)**	**(4,356)**	**(1,169)**	**(256)**	**-**
Basic Need Capital Grant	(3,687)	(1,953)	-	-	-
Better Care Fund (Disabled Facilities Grant)	(2,908)				
LTP Highway Maintenance Grant	(4,572)	(359)	-	-	-
School Condition Allocation	(1,529)	(2,044)	(1,169)	(256)	-
Other resources - Other	**(87)**	**(831)**	**-**	**-**	**-**
Contribution from 3rd Parties	(87)	(831)	-	-	
Other resources – Capital Receipts	**(3,751)**	**(2,900)**	**(2,600)**	**(2,600)**	**-**
Agreed Council Resources	(1,151)	(300)			
Flexible Use of Capital Receipts	(2,600)	(2,600)	(2,600)	(2,600)	
Other resources - Prudential Borrowing	**(33,039)**	**(13,600)**	**(6,974)**	**(3,116)**	**(1,592)**
Prudential Borrowing	(33,039)	(13,600)	(6,974)	(3,116)	(1,592)
Revenue Contribution - Housing Revenue Account (HRA)	**(2,990)**	**-**	**-**	**-**	**-**
Revenue Contribution to Capital Outlay - HRA	(2,990)				
Revenue Contribution – General Fund(GF)	**(20)**	**-**	**-**	**-**	**-**
Revenue Contribution to Capital Outlay - GF	(20)	-	-	-	
Resources Total	**(102,464)**	**(49,047)**	**(14,923)**	**(5,972)**	**(1,592)**

Annex D

Flexible Use of Capital Receipts Strategy

Introduction

In March 2016, the former Secretary of State for Housing, Communities and Local Government, issued Statutory Guidance that permitted Local Authorities to use capital receipts to fund the revenue costs of transformation for the period 1 April 2016 to 31 March 2019. This flexibility has been extended several times, most recently to 31 March 2030.

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 over the life of the 2025/30 Capital Strategy.

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 2026/27 and over the life of the Capital Strategy.

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 2025 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 MHCLG.

Summary of planned receipts

The Council's Capital Strategy and Capital Programme 2026/27 to 2030/31 includes £2.600m in capital receipts specifically for this purpose in each subsequent year until 2029/30 of the programme. The first call on new capital receipts received in 2026/27 (£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 2026/27 capital receipts of £2.600m will fund the following transformational projects/expenditure as set out in Table 1. Transformational projects/expenditure for future years will be determined as part of the budget setting process for future financial years.

Table 1 – Planned Qualifying Expenditure

Scheme Description	Qualifying Expenditure	£000 2026/27
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.	1,003
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 appraisals and the early development of business cases.	497
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 renewed 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.	693
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.	407
Total Flexible Use of Capital Receipts Relied upon to support the revenue budget in 2026/27		**2,600**

Appendix 2

Oldham Council

Capital Strategy
2026/27 to 2030/31
&
Minimum Revenue Provision (MRP)
Policy Statement 2026/27

1.0 Capital Strategy 2026/27 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

1.2.1 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.

1.2.2 In 2026/27, the Authority is planning capital expenditure of £102.464m as summarised below:

Table 1: Prudential Indicator: Estimates of Capital Expenditure

	202425 Outturn £000	2025/26 Forecast £000	2026/27 Budget £000	2027/28 Budget £000	2028/29 Budget £000	2029/30 Budget £000	2060/31 Budget £000
Community Health and Adult Social Care	2,696	3,664	6,495	3,870	-	-	-
Children's Services	4,603	4,326	9,657	6,481	2,209	10	-
Communities	40	-	125	-	-	-	-
Heritage Libraries and Arts	11	560	-	-	-	-	-
Place							
- Corporate Property	2,860	4,274	4,346	3,669	1,744	362	-
- Environment	1,351	1,414	2,663	110	-	-	-
- Housing	1,689	6,544	4,702	-	-	-	-
- Regeneration	51,295	36,199	35,084	9,230	92	-	-
- Transport	10,519	8,422	26,158	12,627	4,180	-	-
Housing Revenue Account (HRA)	1	250	6,151	3,849	-	-	-
Corporate/Information Technology (IT)	3,510	1,283	3,843	3,336	1,092	-	-
Capital, Treasury & Technical Accounting	3,216	3,600	3,240	4,973	3,100	5,600	-
Funding for Emerging Priorities	-	-	-	902	2,506	-	1,592
Grand Total	**81,791**	**70,535**	**102,464**	**49,047**	**14,923**	**5,972**	**1,592**

1.2.3 Full details of the Authority's capital programme, including the project appraisals undertaken are included within Appendix 1.

1.2.4 The Housing Revenue Account (HRA) is a ring-fenced account which ensures that council housing does not subsidise, or is itself subsidised, by other local services. HRA Capital expenditure is therefore recorded separately.

1.3 Governance

1.3.1 Services bid to include projects in the Authorities capital programme which is considered alongside financing costs/funding streams. The Capital Investment Programme Board (CIPB) appraises new schemes and makes recommendations. The final capital programme is then presented to Cabinet in January and to Council in February/March each year.

1.3.2 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	2024/25 Outturn £000	2025/26 Forecast £000	2026/27 Budget £000	2027/28 Budget £000	2028/29 Budget £000	2029/30 Budget £000	2030/31 Budget £000
Ringfenced Grants	(23,196)	(35,444)	(49,882)	(27,361)	(4,180)	0	0
Un-ringfenced Grants	(3,593)	(5,558)	(12,695)	(4,355)	(1,169)	(256)	0
Other Contributions	(985)	(526)	(87)	(831)	0	0	0
Capital Receipts	(6,667)	(4,714)	(3,751)	(2,900)	(2,600)	(2,600)	0
Prudential Borrowing	(47,337)	(23,983)	(33,039)	(13,600)	(6,974)	(3,116)	(1,592)
Revenue (HRA)	0	(250)	(2,990)	0	0	0	0
Revenue General Fund	(13)	(60)	(20)	0	0	0	0
Total Funding	**(81,791)**	**(70,535)**	**(102,464)**	**(46,047)**	**(14,923)**	**(5,972)**	**(1,592)**

1.3.3 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

	2024/25 Outturn £000	2025/26 Forecast £000	2026/27 Budget £000	2027/28 Budget £000	2028/29 Budget £000	2029/30 Budget £000	2030/31 Budget £000
Minimum Revenue Provision (MRP)	13,028	14,640	15,957	18,223	18,915	19,657	20,233

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, loans funds repayments and capital receipts used to replace debt. The CFR is expected to increase by £9.343m during 2025/26. Based on the above figures for expenditure and financing, the Authority's estimated CFR is shown in Table 6:

Table 4: Prudential Indicator: Estimates of Capital Financing Requirement

	2024/25 Outturn £000	2025/26 Forecast £000	2026/27 Budget £000	2027/28 Budget £000	2028/29 Budget £000	2029/30 Budget £000	2030/31 Budget £000
Capital Financing Requirement	559,839	569,182	586,263	581,640	569,700	553,158	534,517

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 2030/31. Repayments of capital grants, loans and investments also generate capital receipts. The Authority anticipates it will receive £16.565m of capital receipts between 2025/26 and 2030/31.

Table 5: Budgeted Capital receipts

	2024/25 Outturn £000	2025/26 Forecast £000	2026/27 Budget £000	2027/28 Budget £000	2028/29 Budget £000	2029/30 Budget £000	2030/31 Budget £000
Capital Receipts	(6,667)	(4,714)	(3,751)	(2,900)	(2,600)	(2,600)	0

The Authority's Flexible Use of Capital Receipts Policy is included within Appendix 1 at Annex D.

1.4 Treasury Management

1.4.1 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.

1.4.2 Due to decisions taken in the past, the Authority currently has circa £252m (comprising £222m long-term borrowing and £30m of temporary borrowing), of which £227m was borrowed in previous years. There will be a requirement to arrange additional borrowing circa £14m to cover the year end position and the Authority will monitor this alongside advice provided by our external treasury advisors. The current average interest rate of borrowings is 4.15%. The current value of treasury investments is £57.735m at an average rate of 4.38%.

1.4.3 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 the 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.

1.4.4 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.

1.4.5 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

	2024/25 Outturn £000	2025/26 Forecast £000	2026/27 Budget £000	2027/28 Budget £000	2028/29 Budget £000	2029/30 Budget £000	2030/31 Budget £000
Debt (incl. PFI & leases)	428,707	444,246	456,327	446,704	434,764	418,222	399,581
Capital Financing Requirement	559,839	569,182	586,263	581,640	569,700	553,158	534,517

1.4.6 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.

1.4.7 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 £20.000m at each year-end. This benchmark is currently £247m and is forecast to rise to its peak of £266m in 2026/27 and then gradually reduce to £241m over the remaining strategy period to 2030/2031.

Table 7: Borrowing and the Liability Benchmark

	31.3.2025 Outturn £000	31.3.2026 Estimate £000	31.3.2027 Estimate £000	31.3.2028 Estimate £000	31.3.2029 Estimate £000	31.3.2030 Estimate £000	31.3.2031 Estimate £000
Loans CFR	336,027	352,144	376,253	379,116	375,124	366,488	356,027
Less: Balance sheet resources	(148,795)	(124,936)	(129,936)	(134,936)	(134,936)	(134,936)	(134,936)
Net loans requirement	187,232	227,208	246,317	244,180	240,188	231,552	221,091
Plus: Liquidity allowance	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Liability benchmark	207,232	247,208	266,317	264,180	260,188	251,552	241,091

1.4.8 The table shows that the Authority expects to borrow in 2026/27 and 2027/28 to finance the capital programme and then borrowing will reduce in later years. This is because there is a proportion of the capital programme financed by Prudential Borrowing, which reduces in future years together with the repayment of MRP and an expected increase in balance sheet resources.

1.4.9 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

	2025/26 Estimate £000	2026/27 Estimate £000	2027/28 Estimate £000	2028/29 Estimate £000	2029/30 Estimate £000	2030/31 Estimate £000
Operational Boundary						
Borrowing	365,000	375,000	395,000	400,000	395,000	385,000
Other Long Term Liabilities (inc PFI)	225,000	220,000	210,000	195,000	195,000	190,000
Total External Debt	**590,000**	**595,000**	**605,000**	**595,000**	**590,000**	**575,000**
Authorised Limit						
Borrowing	380,000	390,000	410,000	415,000	410,000	400,000
Other Long Term Liabilities inc PFI	228,500	223,500	213,500	208,500	198,500	193,500
Total Long Term Debt	**608,500**	**613,500**	**623,500**	**623,500**	**608,500**	**593,500**

- Further details on borrowing is within Sections 2.7 and 2.8 of the Council's Treasury Management Strategy

1.4.10 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.

1.4.11 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

	31.3.2024 Outturn £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	31.3.2030 Estimate £000
Near-term investments							
Local Authorities	0	0	0	0	0	0	0
Money market funds	33,975	20,000	20,000	20,000	20,000	20,000	20,000
Longer-term investments							
Strategic pooled funds - CCLA Property	13,611	13,615	13,615	13,615	13,615	13,615	13,615
TOTAL	**47,586**	**33,615**	**33,615**	**33,615**	**33,615**	**33,615**	**33,615**

- Further details on treasury investments are within Section 2.7 of the Council's Treasury Management Strategy Statement 2026/27.

1.5 Commercial Activities

1.5.1 The Council does not hold any investment in commercial property purely for financial gain.

1.6 Risk management

1.6.1 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.

1.6.2 The treasury management prudential indicators are within Section 2.8 of the Council's Treasury Management Strategy 2026/27.

1.7 Governance

1.7.1 Decisions on treasury management investment and borrowing are made daily and are therefore delegated to the Director of Finance and officers, 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.

1.8 Other Liabilities

1.8.1 The Council has set aside £14.699m provisions for potential liabilities.

1.8.2 Additionally, the Council has identified the following Contingent Liabilities as at 31 March 2025.

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 are potential liabilities arising from an education premises where a former employee has been convicted of criminal offences. As some of these actions are at an early stage there is insufficient certainty about the potential implications and the amounts being claimed.

- Further details on liabilities and guarantees are within Note 26 and Note 28 of the 2024/2025 Draft Statement of Accounts.

1.9 Governance

1.9.1 Decisions on incurring new provisions are taken by Senior Officers in consultation with the Director of Finance (S151 Officer). The risk of liabilities crystallising and requiring payment is monitored by the Finance Service and reported as part of the Council's regular Budget Monitoring reports. Any liabilities or guarantees entered into which are anticipated to be over £0.250m will need to be reported to Council.

1.10 Revenue Budget Implications

1.10.1 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.

Table 10: Prudential Indicator: Proportion of financing costs to net revenue stream

	2024/25 Outturn £000	2025/26 Forecast £000	2026/27 Budget £000	2027/28 Budget £000	2028/29 Budget £000	2029/30 Budget £000	2030/31 Budget £000
Financing costs	25,626	31,315	32,141	34,987	35,074	35,566	31,868
General Fund	315,520	325,486	368,053	393,758	417,068	440,575	450,048
Proportion of net revenue stream	8.12%	9.62%	8.73%	8.89%	8.41%	8.07%	7.08%

1.11 Sustainability

1.11.1 Due to the very long nature of capital expenditure and financing, the revenue budget implications of expenditure incurred in the next few years will extend for up to 50 years into the future. The Director of Finance is satisfied that the proposed capital programme is prudent, affordable and sustainable.

1.12 Knowledge and Skills

1.12.1 The Authority employs professionally qualified and experienced staff in senior positions with responsibiity for making capital expenditure, borrowing and investment decisions. The Authority employes professionally qualified accountants and pays for junior staff to study towards relevant qualifications, including AAT and CIPFA.

1.12.2 Where Authority staff do not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field. The Authority currently employes Arlingclose Limited as its treasury management advisors. This approach is more cost effective than employing such staff directly, and ensures that the Authority has access to knowledge and skills commensurate with its risk appetite.

2.0 Minimum Revenue Provision (MRP) Policy Statement 2026/27

2.1 Where the Authority funds capital expenditure with debt, it must put aside resources to repay that debt in later 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 Ministry of Housing, Communities and Local Government's Guidance on Minimum Revenue Provision (the MHCLG Guidance), most recently issued in April 2024.

2.2 The broad aim of the MHCLG Guidance is to ensure that capital expenditure is financed over a period that is aligned with that over which the capital expenditure provides benefits.

2.3 The MHCLG 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. The following statement incorporates options recommended in the Guidance.

2.4 For capital expenditure incurred before 1 April 2008, MRP will be determined on an annuity basis using the PWLB certainty rate at the date of the policy change (1 April 2024) assuming a remaining life of 42 years.

2.5 For capital expenditure incurred after 31 March 2008 and up to 31 March 2023, MRP will be determined by charging the expenditure over the expected useful life of the relevant asset on an annuity basis using the PWLB certainty rate for the remaining asset life at the date of the policy change, starting in the year after the asset becomes operational. MRP on purchases of freehold land will be charged over 50 years. MRP on expenditure not related to fixed assets but which has been capitalised by regulation or direction will be charged over 20 years.

2.6 For PFI assets where the asset passes to the Council at the end of the contract, or the Council continues to receive service benefit from the assets beyond the life of the contract, MRP will be determined over the remaining life of the assets on an annuity

basis using the PWLB certainty rate for the remaining life at the time of the policy change.

2.7 For assets acquired by leases or the Private Finance Initiative (where the asset does not pass to the Council at the end of the contract or the Council does not receive service benefits beyond the life of the contract), MRP will be determined as being equal to the element of the rent or charge that goes to write down the balance sheet liability.

2.8 For capital expenditure loans to third parties, the Authority will make nil MRP unless (a) the loan is an investment for commercial purposes and no repayment was received in year or (b) an expected credit loss was recognised or increased in-year, but will instead apply the capital receipts arising from principal repayments to reduce the capital financing requirement instead. In years where there is no principal repayment on loans that are investments for commercial purposes, MRP will be charged in accordance with the MRP policy for the assets funded by the loan, including where appropriate, delaying MRP until the year after the assets become operational.

2.9 No MRP will be charged in respect of non- PFI assets held within the Housing Revenue Account but depreciation on those assets will be charged instead in line with regulations.

2.10 MRP on transferred debt is provided for on an annuity basis in line with schedules sent to the Council from the Lead authority administering the debt.

2.11 Capital expenditure incurred during 2026/27 will not be subject to a MRP charge until 2027/28 or later.

2.12 Based on the Authority's estimated Capital Financing Requirement (CFR) at 31 March 2026, the estimated 2026/27 charges for MRP under the revised and previous MRP policies is shown below:

	31/03/2026 CFR (£000)	Estimated 2026/27 MRP (£000)
Pre -2008 Supported Borrowing	132,992	892
Asset Life MRP	218,446	8,082
Loans	9,677	0
PFI Schemes & Finance leases	217,011	7,022
Transferred Debt	22	6
HRA CFR	(8,966)	(45)
Total	**569,182**	**15,957**

3.0 Capital receipts

3.1 Proceeds from the sale of capital assets are classed as capital receipts and are typically used to finance new capital expenditure. Where the Authority decides instead to use capital receipts to repay debt and hence reduce the CFR, the calculation of MRP will be adjusted as follows:

- Capital receipts arising on the repayment of principal on capital loans to third parties will be used to lower the MRP charge in respect of the same loans in the year of receipt, if any.

- Capital receipts arising on the repayment of principal on finance lease receivables will be used to lower the MRP charge in respect of the acquisition of the asset subject to the lease in the year of receipt, if any.

- Capital receipts arising from other assets which form an identified part of the Authority's MRP calculations will be used to reduce the MRP charge in respect of the same assets over their remaining useful lives, starting in the year after the receipt is applied.

Report to Cabinet

Housing Revenue Account Estimates for 2026/27 to 2030/31 and Forecast Outturn for 2025/26

Portfolio Holder:

Joint Report of Councillor Elaine Taylor, Statutory Deputy Leader and Cabinet Member for Neighbourhoods, and Councillor Abdul Jabbar MBE, Deputy Leader and Cabinet Member for Finance, Corporate Services and Sustainability

Officer Contact: Lee Walsh, Director of Finance

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23 February 2026

Reason for Decision

The report sets out for the Housing Revenue Account (HRA), the detailed budget estimates for 2026/27, the strategic estimates for the four years 2027/28 through to 2030/31 and outturn estimate for 2025/26. The report also sets out the recommended dwelling, non-dwelling rents and service and concierge charges to be applied from April 2026.

Executive Summary

The report sets out the HRA 2026/27 proposed original budget and the forecast outturn for 2025/26. The opportunity is also taken to present the provisional strategic budgets for 2027/28 through to 2030/31.

After taking all relevant issues into account, the projected financial position for 2025/26 is estimated to be a £3.723m positive variance when compared to the original budget forecast for 2025/26 approved at the Budget Council meeting, 6 March 2025. This is largely due to the contribution to capital of £3m being delayed until 2026/27. It should be noted that the revised forecast outturn would still see HRA expenditure at £0.757m greater than income, and reserves reducing as a result.

The 2026/27 position has been presented after allowing for a proposed increase in dwelling rents of 4.8%, 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, and it is assumed that the proposed increase in rents will not be an

additional financial pressure to the majority of tenants.

The financial projections for the HRA over the period 2025/26 to 2030/31 show an overall reduction in the level of balances from £22.173m at the start of 2025/26 to £15.628m at the end of 2030/31.

The HRA detailed budget for 2026/27, strategic estimates for the four years 2027/28 to 2030/31, and the outturn estimate for 2025/26 were presented to the Governance, Strategy and Resources Scrutiny Board on 28 January 2026. The Committee was content to commend the report to Cabinet without amendment.

Recommendations

That Cabinet approves and commends to Council the:

1. Forecast HRA outturn for 2025/26 (as per Appendix A)
2. Proposed HRA budget for 2026/27 (as per Appendix B)
3. Strategic estimates for 2026/27 to 2030/31 (as per Appendix D)
4. Proposed increase to dwelling rents for all properties of 4.8%.
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 2026/27 to 2030/31 and Forecast Outturn for 2025/26

1 Background

1.1 The budget and policy framework sets 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 2026/27 was reviewed at the Governance, Strategy and Resources Scrutiny Board on 28 January 2026. The Committee was content to commend the report to Cabinet without amendment and it is presented to Cabinet with the intention that it will subsequently be considered by Council on 04 March 2026.

1.2 HRA activities are a key element of the Council's Housing 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 2,079 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 1,434 sheltered accommodation dwellings in a mixture of bungalows and group schemes with construction finishing in May 2012. There are currently 1,429 properties as a result of some remodelling and conversion for community use. 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 25 properties under the Right to Buy Scheme (RTB) leaving a current stock total of 609 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 one 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. However, as most of 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, and so depreciation need not be charged to the HRA in respect of Oldham's PFI housing stock.

Government Guidance for Rent Increases

2.8 The proposed annual increase for Oldham Council's 2026/27 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 2025, where CPI was 3.8%. Therefore, the proposed rental increase for 2025/26 is 4.8%. This proposed increase will help support and maintain adequate HRA balances (the balance at the end of 2024/25 was £22.173m). It is estimated that the average rent increase from April 2025 will be £5.25 per week (from £109.31 to £114.56).

2.9 In 2001, the Government introduced rent convergence as part of the self-financing of HRAs. The aim of this was to ensure fairness and consistency between social housing rents charged in properties managed by Local Authorities and Housing Associations. The idea was that with effect from 2002, rents were based on a standard formula, and where the current rent was below the formula level, they could be increased annually by up to £2 per week on top of the prescribed increase (currently CPI plus 1%) until the rent charged was equal to the formula. This continued until 2015-16, when the Government imposed a 1% per annum reduction on weekly rents, and at this point there were still properties where the rent hadn't increased to the formula level.

The current Government have consulted on the reintroduction of rent convergence and have said that an announcement will be made in January 2026 as part of the Rent Settlement. If, as was suggested in the consultation, the Government reintroduce the principle that Local Authorities and Housing Associations can increase rents by more than CPI plus 1%, the Council would have the option of increasing rents of affected properties by more than the 4.8% being proposed. It is estimated that there are 673 properties where the current rent is below the formula rent. Of these, 131 properties have a shortfall of between £5 and £10 per week, and 39 properties where the shortfall is over £10 per week. The remainder are less than £5 per week, and again the majority of affected tenancies would see any additional charge offset by an increase in Housing Benefit or Universal Credit.

The Revised HRA Budget 2025/26

2.10 The 2025/26 estimated outturn is attached at Appendix A and shows an estimated year end working balance of £21.448m, £3.723m higher than the original budget approved at the March 2025 Budget Council meeting. This is largely due to the contribution to capital of £3m being delayed until 2026/27.

2.11 The composition of the balance is summarised below:

Analysis of HRA Balances 2025/26	Original Budget £000	Revised Budget £000	Variance £000
HRA Balances b/fwd	(21,214)	(22,173)	(959)
(Surplus)/Deficit for the year on HRA Services	3,489	725	(2,764)
HRA Balances c/fwd	**(17,725)**	**(21,448)**	**(3,723)**

The HRA Budget 2026/27

2.12 The proposed HRA budget for 2026/27 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, have been retained within as part of the reserves 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 D.

2.14 Other key assumptions made in determining the proposed HRA revenue budget are that:

1) Average rents increased by 4.8% on 2025/26 rents for all HRA tenants.
2) Void levels have been assumed at 1% per annum on PFI 4 properties, Holly Bank and Primrose Bank, and at 2.1% per annum on PFI 2 properties. 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 48 chargeable rent weeks in 2026/27.
4) Service Charges are increased by a nominal 2%.
5) Extra Care Housing charges are increased to recover full cost from 1 April 2026 in line with previous approvals.

2.15 The estimated 2025/26 HRA closing balance is £21.448m and is enough to meet operational commitments in the short/medium term, and any potential financial pressures identified in the risk assessment. Appendix B presents the projected 2025/26 HRA budget based on the proposed position. However, it should be noted that previous decisions to increase rent at a lower level than allowed have meant that HRA balances have been significantly reduced over the life of the 30-year business plan.

2.16 The estimated HRA budget for 2026/27 to 2030/31 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 2026/27 to 2030/31 the HRA has £2.990m allocated as its RCCO. The ability of the HRA to support major capital projects has been diminished by the rent increases applied in 2022/23 and 2023/24 being below the maximum level (the Government Guidance of a maximum of CPI + 1%), the result of this decision impacting 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 2026/27 to 2030/31 Strategic Forecast	2026/27	2027/28	2028/29	2029/30	2030/31
Income (including interest and investment income)	(31,576)	(31,967)	(32,323)	(32,686)	(33,322)
Expenditure	35,014	32,474	32,932	33,395	33,879
Net (surplus)/Deficit	3,438	507	609	709	557
HRA Balances b/fwd.	(21,448)	(18,010)	(17,503)	(16,894)	(16,185)
HRA Balances c/fwd.	(18,010)	(17,503)	(16,894)	(16,185)	(15,628)

Dwelling Rent, Non-Dwelling Rents and Services Charges Increases 2026/27

2.17 The proposed 2025/26 HRA budget is based on dwelling rents increasing by 4.8%. This is the maximum rental increase allowed based on current Government rent setting guidance as outlined in paragraph 2.8 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 4.8% rent uplift will have on tenants and for this reason it has chosen to increase service charges by just 2% for all tenants in 2026/27 pending a further service charge review.

Extra Care Housing (ECH) and Holly Bank Apartments

2.21 All six ECH schemes (Trinity House, Aster House, Charles Morris House, Tandle View Court, Old Mill House and Hopwood Court) incur a service charge for concierge services. It is proposed that the weekly charge is increased in line with Housing 21's service delivery costs, from £29.53 to £30.36 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 The only requirement for HRA capital during the period covered by this report is a contribution of £2.990m toward the cost of additional housing in the Town Centre.

Maintenance work to the solar panels fitted on homes managed by Housing 21 is currently being explored but costs are not expected to affect HRA balances significantly at this stage.

Strategic HRA Estimates 2027/28 to 2030/31

2.24 The projected forecasts for 2027/28 to 2030/31 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 £17.503m at the end of 2027/28, £16.894m at the end of 2028/29, £16.185m at the end of 2029/30 and £15.628m at the end of 2030/31. As detailed above, the period of 2027/28 to 2030/31 is one whereby balances are due

to reduce by an average of £0.596m 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).

3 Options/Alternatives

3.1 To agree the recommendations as stated in the report.

3.2 To not agree the recommendations as stated in the report.

4 Preferred Option

4.1 To agree the recommendations as stated within the report.

5 Consultation

5.1 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 28 January 2026 and was content to commend the report to Cabinet without amendment along with its progression to Cabinet and Council.

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 2025/26 to 2030/31. 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 2026 can be found at Appendix C.

6.2 HRA balances, although significantly reduced over the period to 2030/31, are still considered sufficient to meet known obligations for this period. However, the annual reduction cannot be maintained indefinitely, and action needs to be taken in the medium term to ensure that the HRA remains viable as required for the duration of the 30-year Business Plan. Thought will soon need to be given as to the arrangements for the stock currently managed as part of the PFI contracts, so that the financial impact on the HRA can be assessed more accurately.

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 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 Implications

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. Procurement Implications

8.1 Procurement implications will be dealt with on a service provider case by case basis.

9 Equality Impact, including implications for Children and Young People

9.1 Yes – Appendix E

10 Key Decision

10.1 Yes

11 Key Decision Reference

11.1 FCR-15-25

12 Background Papers

12.1 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 E
Officer Name:	John Hoskins and Lee Walsh
Contact:	john.hoskins@oldham.gov.uk / lee.walsh@oldham.gov.uk

13 Appendices

Appendix A	Revised HRA Income & Expenditure Account 2025/26.
Appendix B	Original HRA Income & Expenditure Account 2026/27.
Appendix C	2026/27 – 2030/31 Risk Assessment as at February 2026.
Appendix D	HRA Income & Expenditure Account 2026/27 to 2030/31 Strategic Forecasts.
Appendix E	Equality Impact Assessment

Revised HRA Income & Expenditure Account 2025/26	Original Budget	Latest Forecast	Variance to Budget
	£000	£000	£000
Income			
Dwellings Rents (gross)	(10,579)	(10,631)	(52)
Non Dwelling Rents	(29)	(27)	2
Charges for Services and Facilities	(1,325)	(1,575)	(250)
PFI Grant	(18,799)	(18,799)	0
Total Income	**(30,732)**	**(31,032)**	**(300)**
Expenditure			
Unitary Charge Payments (PFI2 and PFI4)	27,405	27,576	171
Repairs & Maintenance	214	121	(93)
Supervision & Management	1,829	1,853	24
Special Services	1,500	1,797	297
Depreciation and Impairment of Fixed Assets	80	305	225
Rent, Rates and Other Charges	200	305	105
Revenue Contribution to Capital Outlay (RCCO)	3,193	0	(3,193)
Total Expenditure	**34,421**	**31,957**	**(2,464)**
Net Cost of HRA Services	**3,689**	**925**	**(2,764)**
Interest and Investment Income	(200)	(200)	0
(Surplus)/Deficit for the year on HRA Services	**3,489**	**725**	**(2,764)**
HRA Balances brought forward	(21,214)	(22,173)	(959)
HRA Balances carried forward	**(17,725)**	**(21,448)**	**(3,723)**

Original HRA Income & Expenditure Account 2026/27	Original Budget
	£000
Income	
Dwellings Rents (gross)	(11,141)
Non-Dwelling Rents	(27)
Charges for Services and Facilities	(1,409)
PFI Grant	(18,799)
Total Income	**(31,376)**
Expenditure	
Unitary Charge Payments (PFI2 and PFI4)	27,953
Repairs & Maintenance	54
Supervision & Management	1,905
Special Services	1,759
Depreciation and Impairment of Fixed Assets	40
Rent, Rates and Other Charges	313
Revenue Contribution to Capital Outlay (RCCO)	2,990
Total Expenditure	**35,014**
Net Cost of HRA Services	**3,638**
Interest and Investment Income	(200)
(Surplus)/Deficit for the year on HRA Services	**3,438**
HRA Balances brought forward	(21,448)
HRA Balances carried forward	**(18,010)**

Appendix C

HOUSING REVENUE ACCOUNT

2026/27 – 2030/31 RISK ASSESSMENT AS AT FEBRUARY 2026

RISK EVENT/ DESCRIPTION	LIKELIHOOD	IMPACT	RESERVE POSITION
1. The void level assumed on dwelling properties increases.	The proposed budget assumes a void rate of 1% on PFI 4, Holly Bank and Primrose Bank properties, and a 2.1% void rate on PFI 2 properties. These are believed to be realistic estimates at this time.	A change in the void percentage of 1% (approximately 21 properties) has the impact, in a full year, of £111k.	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 well at. 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.	In 2025/26 the total level of service charges is budgeted for approximately £1.066m (excluding concierge and court manager costs). Any reduction in this could impact the HRA's ability to maintain and develop new schemes and	Tenants failing to pay their service charges will have a detrimental effect on the HRA balance, although given the high number of tenants in receipt of Housing Benefit, the level of collection is still expected to

RISK EVENT/ DESCRIPTION	LIKELIHOOD	IMPACT	RESERVE POSITION
		services.	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 2026/27 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 £1,457 p.a. towards ECH charges.	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. 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 £15.628m, the minimum projected over the next 5 years.	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.

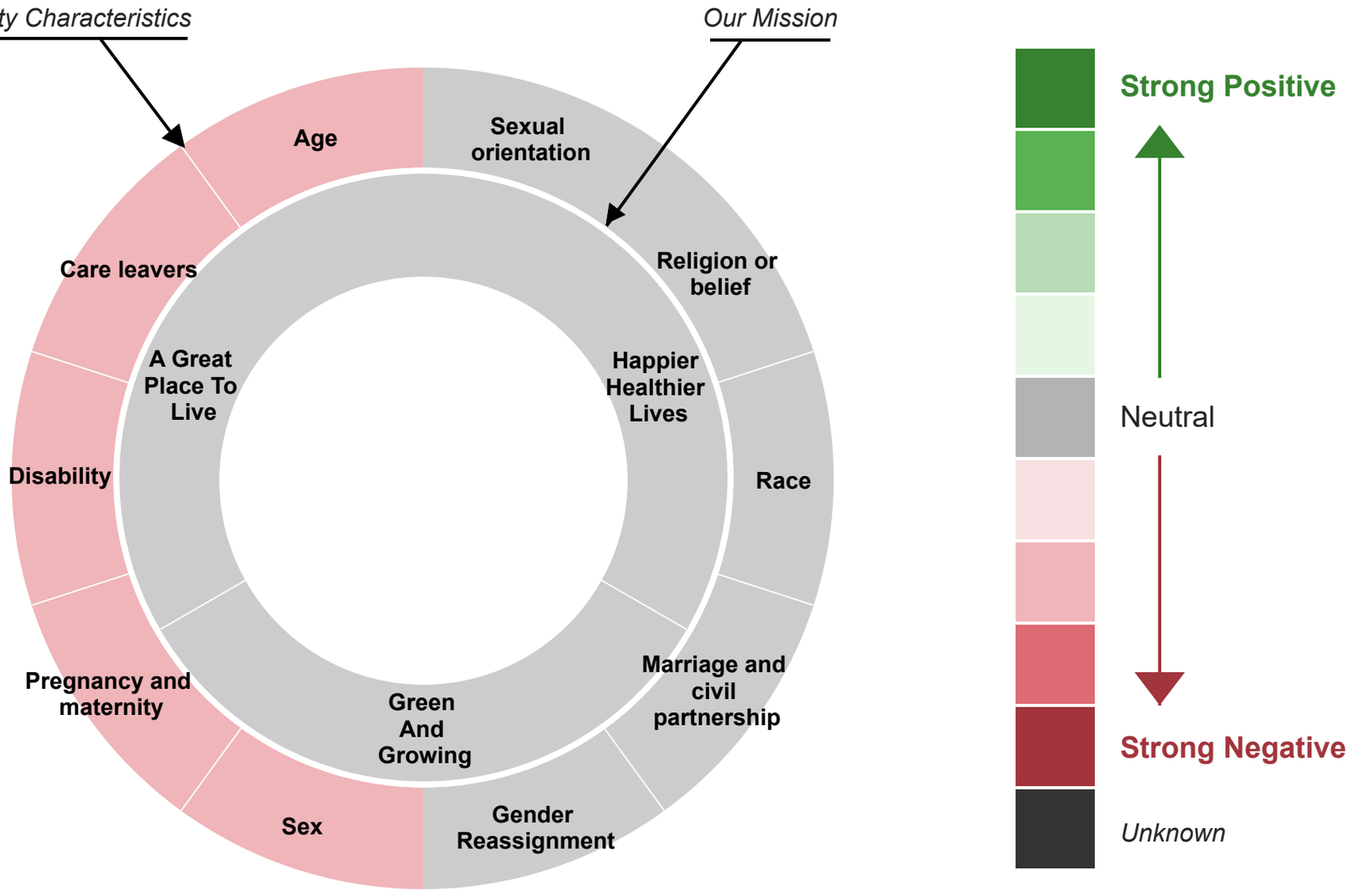
HRA Income & Expenditure Account 2026/27 to 2030/31 Strategic Forecasts **Appendix D**

HRA Income & Expenditure Account 2026/27 to 2030/31 Strategic Forecasts	Original 2026/27	Original 2027/28	Original 2028/29	Original 2029/30	Original 2030/31
	£000	£000	£000	£000	£000
Income					
Dwellings Rents (gross)	(11,141)	(11,503)	(11,829)	(12,163)	(12,768)
Non-Dwelling Rents	(27)	(28)	(29)	(29)	(30)
Charges for Services and Facilities	(1,409)	(1,437)	(1,466)	(1,495)	(1,525)
HRA Subsidy ~ PFI Credits	(18,799)	(18,799)	(18,799)	(18,799)	(18,799)
Total Income	**(31,376)**	**(31,767)**	**(32,123)**	**(32,486)**	**(33,122)**
Expenditure					
Unitary Charge Payments (PFI2 and PFI4)	27,953	28,322	28,696	29,076	29,473
Repairs & Maintenance	54	55	56	57	58
Supervision & Management	1,905	1,943	1,982	2,021	2,062
Special Services	1,759	1,794	1,830	1,867	1,904
Depreciation and Impairment of Fixed Assets	40	41	42	42	43
Rent, Rates and Other Charges	313	319	326	332	339
Revenue Contribution to Capital Outlay (RCCO)	2,990	0	0	0	0
Total Expenditure	**35,014**	**32,474**	**32,932**	**33,395**	**33,879**
Net Cost of HRA Services	**3,638**	**707**	**809**	**909**	**757**
Interest Payable and Other Similar Charges					
Interest and Investment Income	(200)	(200)	(200)	(200)	(200)
(Surplus)/Deficit for the year on HRA Services	**3,438**	**507**	**609**	**709**	**557**
HRA Balances brought forward	(21,448)	(18,010)	(17,503)	(16,894)	(16,185)
HRA Balances carried forward	**(18,010)**	**(17,503)**	**(16,894)**	**(16,185)**	**(15,628)**

Housing Revenue Account Estimates for 2026/27 to 2030/31 and Forecast Outturn for 2025/26

completed/last updated by John Hoskins, Finance Manager on 20/01/2026

Portfolio	
Value for Money and Sustainability	
Directorate	
Finance	
Service/Team	
Finance	
Is this IA related to a Budget Reduction proposal?	**No**



Comment on No Positives in whole IA
The proposals are required to ensure the long-term financial sustainability of the HRA, maintain sufficient balances, and enable the Council to continue meeting its statutory housing management, maintenance and investment responsibilities.

Equality Characteristics

Category	Impact	Likely	Duration	Impact Score	Comment
Age	Moderate Negative	Possible	Long Term	-2	Older residents are disproportionately represented within sheltered and Extra Care Housing schemes.
Care leavers	Moderate Negative	Possible	Long Term	-2	Care leavers are more likely to be on low incomes, in early employment, education or training, and may have limited financial resilience.
Disability	Moderate Negative	Possible	Long Term	-2	Disabled tenants are more likely to live in social housing.
Pregnancy and maternity	Moderate Negative	Possible	Long Term	-2	Households with young children may experience financial pressures.
Sex	Moderate Negative	Possible	Long Term	-2	Female-headed households are statistically more likely to live in social housing and experience poverty.
Gender Reassignment	Neutral	Possible	Long Term	0	
Marriage and civil partnership	Neutral	Possible	Long Term	0	
Race	Neutral	Possible	Long Term	0	
Religion or belief	Neutral	Possible	Long Term	0	
Sexual orientation	Neutral	Possible	Long Term	0	

Our Mission / Corporate Priorities

Category	Impact	Likely	Duration	Impact Score	Comment
A Great Place To Live	Neutral	Possible	Long Term	0	
Green And Growing	Neutral	Possible	Long Term	0	
Happier Healthier Lives	Neutral	Possible	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?
Age	Moderate Negative	Possible	Long Term	-2	Many older tenants are in receipt of Housing Benefit or Pension Credit, which is expected to offset the majority of the increase.	Support services remain in place to assist tenants experiencing financial difficulty.	John Hoskins	Long term	Rent increases apply consistently across all dwelling types and are set in accordance with national policy.
Care leavers	Moderate Negative	Possible	Long Term	-2	The majority of care leavers are in receipt of Universal Credit, which is expected to increase in line with rent levels.	Support services remain in place to assist tenants experiencing financial difficulty.	John Hoskins	Long term	Rent increases apply consistently across all dwelling types and are set in accordance with national policy.
Disability	Moderate Negative	Possible	Long Term	-2	The majority of affected tenants are in receipt of Housing Benefit or Universal Credit, which is expected to increase in line with rent.	Support services remain in place to assist tenants experiencing financial difficulty.	John Hoskins	Long term	Rent increases apply consistently across all dwelling types and are set in accordance with national policy.
Pregnancy and maternity	Moderate Negative	Possible	Long Term	-2	Rent increases apply consistently across all dwelling types and are set in accordance with national policy.	Support services remain in place to assist tenants experiencing financial difficulty.	John Hoskins	Long term	
Sex	Moderate Negative	Possible	Long Term	-2	No evidence indicates disproportionate adverse impact by sex beyond broader income inequality issues addressed through mitigation.	Support services remain in place to assist tenants experiencing financial difficulty.	John Hoskins	Long term	Rent increases apply consistently across all dwelling types and are set in accordance with national policy.

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Report to Cabinet

Treasury Management Strategy Statement 2026/27

Including the Annual Investment Strategy, Borrowing Strategy and Prudential Indicators

Portfolio Holder: Cllr Abdul Jabbar MBE, Deputy Leader & Cabinet Member for Finance, Corporate Services and Sustainability

Officer Contact: Lee Walsh, Director of Finance & Section 151 Officer

Report Author: Paula Buckley, Finance Manager & James Postle, Senior Finance Manager

Ext. 4247

23 February 2026

Reason for Decision

To present to Cabinet, the Treasury Management Strategy for 2026/27.

Executive Summary

The report outlines the Treasury Management Strategy for 2026/27, 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 2026/27 covers.

- Economic Update
- Prospects for Interest Rates

- The Current Balance Sheet and Treasury Position
- Liability Benchmark
- The Borrowing Strategy
- Debt Rescheduling
- 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 2026/27.

The report includes the most recently available economic background commentary which reflects the position at December 2025.

The proposed Treasury Management Strategy has presented and considered by Audit Committee at its meeting of 14 January 2025. Following their review and scrutiny the Audit Committee was content to commend to Cabinet for consideration and/or comment before presenting to Council Any comments from Cabinet will be incorporated into the reports presented to Council.

Recommendation

That Cabinet Committee considers and commends to Council as appropriate, the:

1. Capital Financing Requirement (CFR) Projections as per paragraph 2.4.1;
2. Projected Balance Sheet position as at 31 March 2026 and future years as per paragraph 2.4.1;
3. Liability Benchmark as per section 2.5
4. Borrowing Strategy for 2025/26 as per section 2.6;
5. Annual Treasury 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 2026/27 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.

1.5 <u>Treasury Management Strategy for 2026/27</u>

1.5.1 The strategy for 2026/27 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 Treasury Investment Strategy;
- Environmental Social & Governance Consideration (ESG)
- 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 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 2025/26 these have all been held remotely via zoom or another online platform and in person. 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 most significant impact on the UK from the government's Autumn Budget will influence the Authority's treasury management strategy for 2026/27. Other influences will include lower short-term interest rates alongside higher medium- and longer-term rates, slower economic growth, together with ongoing uncertainties around the global economy, stock market sentiment, and ongoing geopolitical issues

2.1.2 The Bank of England's Monetary Policy Committee (MPC) cut Bank Rate to 3.75% in December 2025, as expected. The vote to cut was 5-4, with the minority instead favouring holding rates at 4.0%. Those members wanting a cut judged that disinflation was established

while those preferring to hold Bank Rate argued that inflation risks remained sufficiently material to leave rates untouched at this stage.

2.1.3 Figures from the Office for National Statistics showed that the UK economy expanded by 0.1% in the third quarter of the calendar year, this was unrevised from the initial estimate. The most recent Monetary Policy Report projected modest economic growth, with Gross Domestic Product (GDP) expected to rise by 0.2% in the final calendar quarter of 2025. Annual growth is forecast to ease from 1.4% before improving again later, reflecting the delayed effects of lower interest rates, looser monetary conditions, stronger global activity, and higher consumer spending. The view of modest economic growth going forward was echoed by the Office for Budget Responsibility in its Economic and fiscal outlook published in line with the Autumn Statement which revised down its estimate of annual real GDP to around 1.5% on average between 2025 and 2030.

2.1.4 Consumer Price Index (CPI) inflation was 3.2% in November 2025, down from 3.6% in the previous month and below the 3.5% expected. Core CPI eased to 3.2% from 3.4%, contrary to forecasts of remaining at 3.6%. Looking forward, the MPC continues to expect inflation to fall, to around 3% in calendar Q1 2026, before steadily returning to the 2% target by late 2026 or early 2027.

2.1.5 The labour market continues to ease with rising unemployment, falling vacancies and flat inactivity. In the three months to October 2025, the unemployment rate increased to 5.1%, higher than the level previously expected by the BoE, while the employment rate slipped to 74.9%. Pay growth for the same period eased modestly, with total earnings (including bonuses) growth at 4.7% and while regular pay was 4.6%.

2.1.6 The US Federal Reserve also continued to cut rates, including reducing the target range for the Federal Funds Rate by 0.25% at its December 2025 meeting, to 3.50%-3.75%, in line with expectations. The minutes of the meeting noted that most Fed policymakers judged that further rate cuts would be likely in 2026 if inflation continues to ease, however they were still divided in their assessment of the risks between inflation and unemployment.

2.1.7 The European Central Bank (ECB) kept its key interest rates unchanged in December for a fourth consecutive meeting, maintaining the deposit rate at 2.0% and the main refinancing rate at 2.15%. The ECB reiterated that future policy decisions will remain data-dependent, noting that inflation is close to its 2% target and that the euro area economy continues to expand despite a challenging global environment, including heightened geopolitical risks and trade tensions.

2.2 Credit Outlook

2.2.1 Credit Default Swap (CDS) prices, which spiked in April 2025 following President Trump's 'Liberation Day' tariff announcements, have since trended lower, returning to levels broadly consistent with their 2024 averages. Although CDS prices rose modestly in October, the overall credit outlook remains stable, and credit conditions are expected to remain close to the range seen over the past two years.

2.2.2 While lower interest rates may weigh on banks' profitability, strong capital positions, easing inflation, steady economic growth, low unemployment, and reduced borrowing costs for households and businesses all support a favourable outlook for the creditworthiness of institutions on (the authority's treasury management advisor) Arlingclose's counterparty list. Arlingclose's advice on approved counterparties and recommended investment durations is kept under continuous review and will continue to reflect prevailing economic and credit conditions.

2.3 **Interest rate forecast**

2.3.1 The Council's treasury management advisors Arlingclose, forecast that the Bank of England's (BoE) Monetary Policy Committee will continue to reduce Bank Rates through 2025 and 2026, reaching around 3.25%. This forecast reflects amendments made following the Autumn Budget and an assessment of the fiscal measures and their market implications, and following the BoE MPC meeting held on 18 December 2025.

2.3.2 Arlingclose expects long-term gilt yields, and therefore interest rates payable on long-term borrowing, to remain broadly stable on average, though with continued volatility, and to end the forecast period marginally lower than current levels. Yields are likely to stay higher than in the pre-quantitative tightening era, reflecting ongoing balance sheet reduction and elevated bond issuance. Short-term fluctuations are expected to persist in response to economic data releases and geopolitical developments.

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

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 3.50%, and that new long-term loans will be borrowed at an average rate of 4.70%.

2.4 Local Context

2.4.1 On 31 December 2025, the Council held circa £252m of borrowing and £57.735m of treasury investments (Money Market Funds (MMF's) and Barclays overnight invest, Fixed Interest Bearing Current Accounts (FIBCA) of £44.120m and CCLA Pooled Fund £13.615m). 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

	31.3.25 Actual £'000	31.3.26 Estimate £'000	31.3.27 Forecast £'000	31.3.28 Forecast £'000	31.3.29 Forecast £'000
Capital financing requirement	559,839	569,182	586,263	581,640	569,700
Less: Other debt liabilities *	(223,812)	(217,038)	(210,011)	(202,524)	(194,576)
Loans CFR	**336,027**	**352,144**	**376,253**	**379,116**	**375,124**
Less: External borrowing **	(234,817)	(234,559)	(209,559)	(209,559)	(209,559)
Internal (over) borrowing	**101,210**	**117,584**	**166,694**	**169,557**	**165,565**
Less: Balance sheet resources	(148,795)	(124,936)	(129,936)	(134,936)	(134,936)
Treasury investments (or New borrowing requirement)	**(47,585)**	**(7,352)**	**36,758**	**34,621**	**30,629**

* 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 up to 2027/28 due to the capital programme and is forecasting and then decreasing as a result of the diminishing capital programme, increasing MRP and increase in balance sheet resources. The consequence of this is that the Council moves from a position whereby it will have a need to borrow from 26/27 circa £37m reducing to £34m by 28/29. The Council will be required to borrow up to £36.8m in 2026/27 reducing to £34.6m and £30.7m by the end of the forecast treasury 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 2026/27.

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.

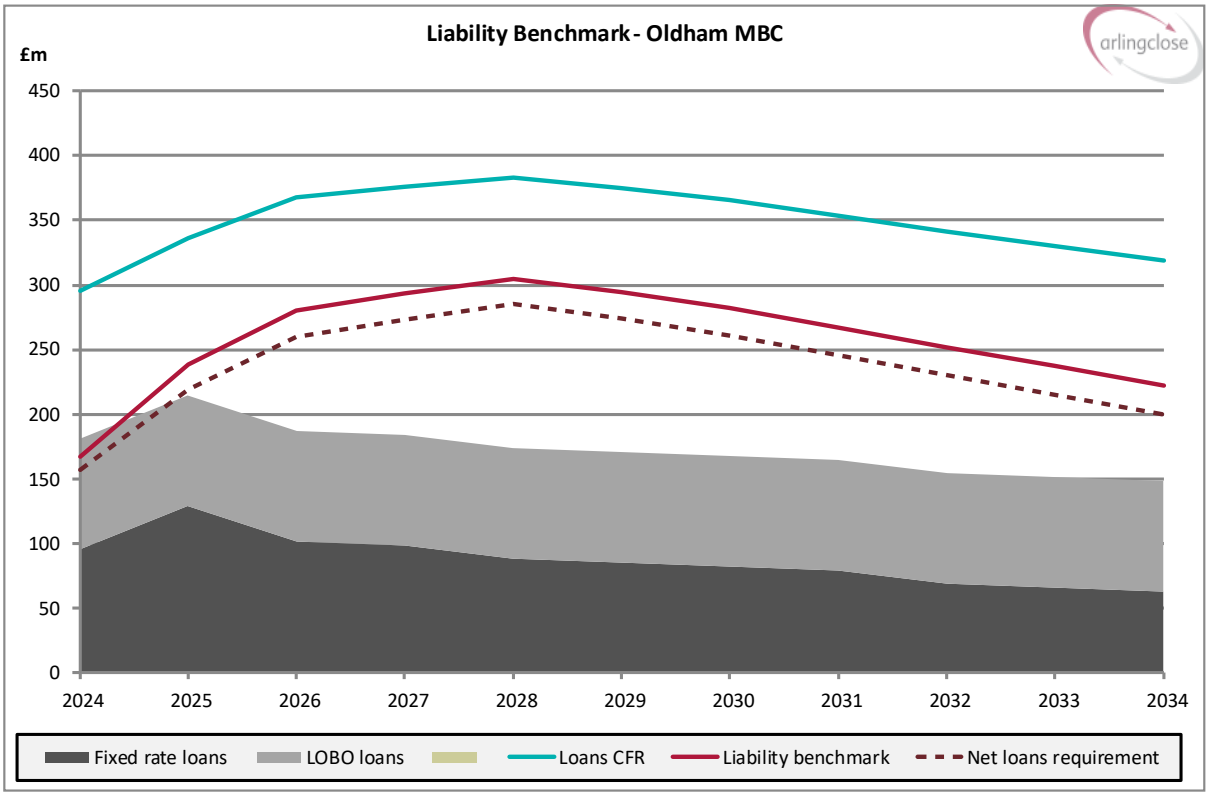
Table 2: Prudential Indicator: Liability benchmark

	31.3.25 Actual £'000	31.3.26 Estimate £'000	31.3.27 Estimate £'000	31.3.28 Estimate £'000	31.3.29 Estimate £'000
Loans CFR	336,027	352,144	376,253	379,116	375,124
Less: Balance sheet resources	(148,795)	(124,936)	(129,936)	(134,936)	(134,936)
Net loans requirement	**187,232**	**227,208**	**246,317**	**244,180**	**240,188**
Plus: Liquidity allowance	20,000	20,000	20,000	20,000	20,000
Liability benchmark	**207,232**	**247,208**	**266,317**	**264,180**	**260,188**

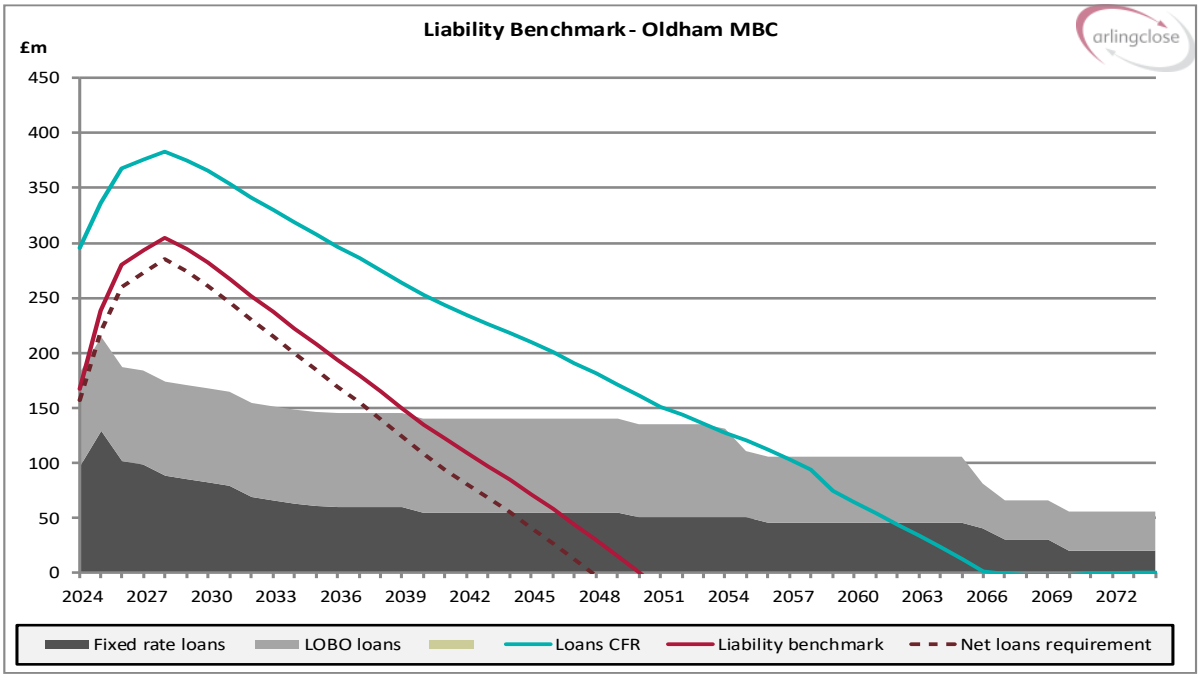
2.5.4 Following on from the medium-term forecasts in table 2 above, the long-term liability benchmark assumes capital expenditure funded by borrowing of £36.7m over the life of period 2026/27 to 2027/28 and 2028/29, minimum revenue provision on new capital expenditure based on 5, 7, 10, 15, 25, 40 and 50 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: Income, Expenditure and reserves are all increasing at 2.5% per year. This is shown in the chart below together with the maturity profiles of the Authority's existing borrowing:

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 2026. 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 required to fund the capital programme. It can be seen from the graph above that new loans are required up until the period 2039/40, with the maximum amount of new loans required peaking in 2028/29 and then gradually reduce up until 2039/40. 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 2026/27 to 2039/40. The timing of any new borrowing has been factored into other performance indicators.

2.6 Borrowing Strategy

2.6.1 The Council currently holds £222.4m of loans, an increase of £12.84m during 2025/26. In addition, temporary short-term borrowing of £30m (compared with £25m in 2024/25) has been undertaken for cash flow purposes over the year, whilst we review longer term borrowing options. 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 £36.7m in 2026/27, reducing by £2.1m in 2027/28 and a further £4m bringing total new borrowing in the 4 year period to circa £30.6m 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 £390m in 2026/27 (see 2.8.13 below) and if 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 have fallen over the past year, and are expected to fall a little further, 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. The risks of this approach will be managed by keeping the Authority's interest rate exposure within the limit set in the treasure management prudential indicators as detailed in section 2.8.

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 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 2026/27 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)
- National Wealth Fund Ltd (formerly UK Infrastructure Bank Ltd)
- any institution approved for investments (see below)
- any other bank or building society or insurance company 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
- 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 £223.812m of PFI debt over 7 schemes and £0.765m 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 to full Council.

2.6.12 The Council holds £75.5m 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. £34m of these LOBOs have options during 2026/27, and with long term interest rates having risen in recent years, 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. No further borrowing via LOBO loans is proposed for 2026/27.

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 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 £20.7million and £75 million. This has reduced since previous years as was expected as reserves were utilised and capital expenditure has been incurred. Similar levels are expected to be maintained in the forthcoming year.

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 mode.

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 – government collateral;*	25 years	£10m	Unlimited
Secured investments – other collateral	10 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.

- **Time Limits**: These start on the earlier of date that the Authority is committed to make the investment and the date that cash is transferred to the counterparty.

- **UK Government:** Sterling-denominated investments with or explicitly guaranteed by the UK Government, including the Debt Management Account Deposit Facility, treasury bills and gilts. 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.

- **Local authorities and other government entities:** Loans to, and bonds and bills issued or guaranteed by, other 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.

- **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, secured deposits 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. A higher limit applies for investments fully secured on UK or other government collateral.

- **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, including exchange traded 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 can be either withdrawn after a notice period or sold on an exchange, their performance and continued suitability in meeting the Council's investment objectives will be monitored regularly.

- **Other investments:** This category covers treasury investments not listed above, for example unsecured corporate bonds and unsecured loans to companies and universities. 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 £72.225m on 31 March 2026 and £76.595m on 31 March 2027. In order that no more than 25% 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 and DMO) 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 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 an indicator for 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 (2026/27). 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	316
Upper limit on one-year revenue impact of a 1% fall in interest rates	(316)

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 2026/27 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%	35%
12 months and within 24 months	0%	35%
24 months and within 5 years	0%	35%
5 years and within 10 years	0%	35%
10 years and within 20 years	0%	50%
20 years and within 30 years	0%	50%
30 years and within 40 years	0%	50%
40 years and within 50 years	0%	50%
50 years and within 60 years	0%	50%

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	2025/26	2026/27	2027/28	No fixed date
Limit on principal invested beyond year end	£15m	£15m	£15m	£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 2026/27 together with the proposed operational boundaries for 2027/28 to 2029/30 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	2025/26 Estimate £'000	2026/27 Forecast £'000	2027/28 Forecast £'000	2028/29 Forecast £'000
Borrowing	365,000	375,000	395,000	400,000
Other long term liabilities	225,000	220,000	210,000	195,000
Total	**590,000**	**595,000**	**605,000**	**595,000**

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 2025/26 to 2028/29 as set out in the table above and Authorised Limit as set out in table below:

Authorised Limit	2025/26 Forecast £'000	2026/27 Estimate £'000	2027/28 Estimate £'000	2028/29 Estimate £'000
Borrowing	380,000	390,000	410,000	415,000
Other long term liabilities	228,500	223,500	213,500	208,000
Total	**608,500**	**613,500**	**623,500**	**623,000**

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.

2.9.7 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.

2.9.8 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)

2.9.9 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, Cabinet has no option other than to consider and commend the content of the report to Council. Therefore, no options/alternatives have been presented.

4 Preferred Option

4.1 The preferred option is that the contents of this report are considered, noted commended for approval by Cabinet and Council by Audit Committee.

5 Consultation

5.1 There has been consultation with Arlingclose, the Council's Treasury Management Advisors. The Audit Committee meeting of 14 January 2026 was presented with the Treasury Management Strategy for them to review and provide comment for consideration. They we content to commend to Cabinet for their consideration and comment before presenting to Full Council.

6 Financial Implications

6.1 Detailed within the body of the report

7 Legal Services Comments

7.1 There are no legal implications.

8 Procurement Implications

8.1 N/A

9 Equality Impact, including implications for Children and Young People

9.1 N/A

10 Key Decision

10.1 Yes

11 Key Decision Reference

11.1 FCR 16-25

12 Background Papers

12.1 Background Papers 12.1 [A copy of the list of background papers to the report must be included in the report and at least one copy of each of the document included in that list must be available for inspection by the public at the office of the Council and on the local authority's website, i.e. included on the Cabinet Agenda / delegated item.] 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:	Paula Buckley Finance Manager
Contact Email:	paula.buckley@oldham.gov.uk

13 Appendices

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

Appendix 1– Arlingclose Economic & Interest Rate Forecast – December 2025

Underlying assumptions:

- The Bank of England duly delivered on expectations for a December rate cut, but, despite softer economic data over the past two weeks, the minutes highlighted increased caution surrounding both the inflation outlook and the speed of future easing. With a close vote of 5-4 in favour of a rate reduction, this suggests that the bar for further monetary easing may be higher than previously thought despite the possibility of the CPI rate falling to target in 2026.
- Budget policies and base effects will mechanically reduce the CPI rate in 2026, on top of the downward pressure arising from soft economic growth and the looser labour market. However, many policymakers appear concerned that household and business inflation and pricing expectations are proving sticky following recent bouts of high price and wage growth, which may allow underlying inflationary pressure to remain elevated. While, the Bank's measure of household expectations ticked lower in December, it remains above levels consistent with the 2% target at 3.5%.
- While policymakers hold valid concerns, these appear somewhat out of line with current conditions; CPI inflation fell to 3.2% in November, private sector wage growth continued to ease amid the highest unemployment rate since the pandemic, and the economy contracted in October after barely growing in Q3. Business surveys pointed to marginally stronger activity and pricing intentions in December but also suggested that the pre-Budget malaise was not temporary. These data are the latest in a trend suggesting challenging economic conditions are feeding into price and wage setting.
- Risks to the growth and inflation outlook lie to the downside, which may ultimately deliver lower Bank Rate than our central case. However, the minutes suggest that the bar to further rate cuts beyond 3.25% is higher and the near-term upside risks to our Bank Rate forecast have increased. Having said that, we believe inflation expectations will naturally decline alongside headline inflation rates.
- Investors appear to have given the UK government some breathing space following the Budget, with long-term yields continuing to trade at slightly lower levels than in late summer/early autumn. Even so, sustained heavy borrowing across advanced economies, the DMO's move towards issuing more short-dated gilts and lingering doubts about the government's fiscal plans will keep short to medium yields above the levels implied by interest rate expectations alone.

Forecast:

- In line with our long-held forecast, Bank Rate was cut to 3.75% in December.
- Continuing disinflation, rising unemployment, softening wage growth and low confidence suggests that monetary policy will continue to be loosened.
- Arlingclose expects Bank Rate to be cut to 3.25% by middle of 2026. However, near-term upside risks to the forecast have increased.
- Medium and long-term gilt yields continue to incorporate premia for UK government credibility, global uncertainty and significant issuance. These issues may not be resolved quickly and we expect yields to remain higher

	Current	Mar-26	Jun-26	Sep-26	Dec-26	Mar-27	Jun-27	Sep-27	Dec-27	Mar-28	Jun-28	Sep-28	Dec-28
Official Bank Rate													
Upside risk	0.00	0.25	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Central Case	**3.75**	**3.50**	**3.25**	**3.25**	**3.25**	**3.25**	**3.25**	**3.25**	**3.25**	**3.25**	**3.25**	**3.25**	**3.25**
Downside risk	0.00	0.00	-0.25	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50
3-month money market rate													
Upside risk	0.00	0.25	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Central Case	**3.82**	**3.55**	**3.30**	**3.30**	**3.30**	**3.30**	**3.30**	**3.30**	**3.30**	**3.30**	**3.35**	**3.35**	**3.35**
Downside risk	0.00	0.00	-0.25	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50	-0.50
5yr gilt yield													
Upside risk	0.00	0.40	0.45	0.50	0.55	0.60	0.65	0.70	0.70	0.70	0.70	0.70	0.70
Central Case	**3.96**	**3.85**	**3.80**	**3.75**	**3.75**	**3.75**	**3.75**	**3.75**	**3.75**	**3.75**	**3.80**	**3.80**	**3.80**
Downside risk	0.00	-0.50	-0.60	-0.70	-0.80	-0.85	-0.85	-0.85	-0.85	-0.85	-0.85	-0.85	-0.85
10yr gilt yield													
Upside risk	0.00	0.40	0.45	0.50	0.55	0.60	0.65	0.70	0.70	0.70	0.70	0.70	0.70
Central Case	**4.52**	**4.40**	**4.35**	**4.30**	**4.30**	**4.30**	**4.30**	**4.30**	**4.30**	**4.30**	**4.35**	**4.35**	**4.35**
Downside risk	0.00	-0.50	-0.60	-0.70	-0.80	-0.85	-0.85	-0.85	-0.85	-0.85	-0.85	-0.85	-0.85
20yr gilt yield													
Upside risk	0.00	0.40	0.45	0.50	0.55	0.60	0.65	0.70	0.70	0.70	0.70	0.70	0.70
Central Case	**5.16**	**5.00**	**4.95**	**4.90**	**4.90**	**4.90**	**4.90**	**4.90**	**4.90**	**4.90**	**4.95**	**4.95**	**4.95**
Downside risk	0.00	-0.50	-0.60	-0.70	-0.80	-0.85	-0.85	-0.85	-0.85	-0.85	-0.85	-0.85	-0.85
50yr gilt yield													
Upside risk	0.00	0.40	0.45	0.50	0.55	0.60	0.65	0.70	0.70	0.70	0.70	0.70	0.70
Central Case	**4.74**	**4.65**	**4.60**	**4.60**	**4.60**	**4.60**	**4.60**	**4.60**	**4.60**	**4.60**	**4.65**	**4.65**	**4.65**
Downside risk	0.00	-0.50	-0.60	-0.70	-0.80	-0.85	-0.85	-0.85	-0.85	-0.85	-0.85	-0.85	-0.85

PWLB Standard Rate = Gilt yield + 1.00%
PWLB Certainty Rate = Gilt yield + 0.80%
PWLB HRA Rate = Gilt yield + 0.40%
National Wealth Fund (NWF) Rate = Gilt yield + 0.40%

Appendix 2 – Existing Investment Debt Portfolio

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

	31/12/2025 Actual Portfolio £'000	31/12/2025 Average Rate %
External borrowing:		
Public Works Loan Board	106,627	4.07%
LOBO loans from banks	75,500	4.32%
Other Bank loans	40,000	4.03%
Other Loans	255	4.00%
Temporary Short Term	30,000	4.33%
Total external borrowing	**252,382**	
Other long-term liabilities:		
Private Finance Initiative	213,847	7.98%
Leases	3,164	5.10%
Transferred Debt	27	2.82%
Total other long-term liabilities	**217,038**	
Total gross external debt	**469,420**	
Treasury investments:		
Local authorities	0	
Money market funds	34,120	4.14%
Barclays investment FIBCA	10,000	3.15%
Strategic pooled funds - CCLA Property	13,615	4.62%
Total treasury investments	**57,735**	
Net debt	**411,685**	

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PAY POLICY STATEMENT 2026/27

Introduction & Purpose

1. Under Section 112 of the Local Government Act 1972, the Council has the 'power to appoint officers on such reasonable terms and conditions as the Authority thinks fit, subject to Section 41 of the Localism Act 2011'.

   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 2026/27 the approval will be at the Budget Council meeting in March 2026.

4. Alongside this statement are details of all senior employees of the Council (excluding teachers and school-based staff) that have a salary over the threshold outlined in the Localism Act 2011 and any associated Codes of Practice, including the Local Government Transparency Code 2015

   This Statement is linked to Council's Annual Statement of Accounts where we are required to publish the full-time equivalent salaries which are at least £50,000 per annum. It should be noted that an updated version of the appendices attached to this statement may be published during 2026/27 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 & Renumeration

5. In determining the pay and remuneration for all of its employees, the Council will comply with all relevant employment legislation. This includes legislation such as the Equality Act 2010, inclusive of the Equality Act 2010 (Specific Duties and

Public Authorities) Regulations 2017 which specifies Gender Pay Gap Reporting for public bodies with 250 employees or more, Part Time Employment (Prevention of Less Favourable Treatment) Regulations 2000, and where relevant, the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE).

6. The Council is committed to the principles of equal pay for all employees, and to ensure consistency and fairness within its pay structures. Differentials in grades can be objectively justified using analytical job evaluation mechanisms, which determine the relativities between posts according to the requirements, demands, skills and responsibilities of the role.

Pay Structure

7. The Council uses nationally negotiated pay spines with a defined list of salary points as the basis for its local pay structure. These salary scales determine the salaries of the majority of its non-schools workforce, together with the use of locally determined grades where these do not apply. The current salary scales in use by the Council are available to view on the Council's website.

8. The Council adopts the national pay bargaining arrangements in respect of the establishment and revision of the national pay spines. All other pay related allowances are the subject of either nationally or locally negotiated rates, having been determined from time to time in accordance with collective bargaining machinery.

9. Most staff at Oldham Council are employed under the National Joint Council (NJC) Terms and Conditions (Green Book) and salaries for job roles are determined by the points score associated with the job role through the appropriate job evaluation scheme. For employees within Grades 1 to 10, the NJC Job Evaluation Scheme is used, created specifically for jobs within Local Government. Employees on Senior Management grades are evaluated through the HAY Scheme, widely used for evaluating senior jobs, in both the private and public sector, nationally and internationally. Single Status, harmonising former officers and former manual workers, was implemented by the Council on 1 January 2011.

10. In determining its grading structure and setting remuneration levels for any posts which fall outside this scope, the Council takes account of the need to ensure value for money in respect of the use of public expenditure, balanced against the need to recruit and retain employees who are able to meet the requirements of providing high quality services to the community, delivered effectively and efficiently and at times when those services are required.

11. In line with the Council's Starting Salary Policy, 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 further 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 as at January 2026 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 their 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 their 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 their 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 Appointment Committee, or other constitutionally approved mechanism.

20. Some chief officer posts may 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 and Head of Paid Service, Appointments Committee of the Council proposed a new banding of £165,000 to £180,000 for the Chief Executive and Head of Paid Service post, which was agreed by Council on 12th July 2023.

    Following the associated Pay Award Settlements reached by the Joint Negotiating Committee for Chief Executives of Local Authorities in 2023/24 (3.5%), 2024/25 (2.5%), and 2025/26 (3.2%) the current salary banding for the Chief Executive and Head of Paid Service post equates to £180,646 – £197,069.

Recruitment of Chief Officers

24. The Council's procedure with regard to the recruitment of chief officers is outlined within Part 4H, 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 and 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 by the Assistant Director of Workforce & Organisational Culture 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 IR35 'Off Payroll' Working Rules and will only engage such workers where an arrangement is in place to deduct Income Tax and National Insurance Contributions in line with IR35 'Off Payroll' Working Rules.

30. In 2025/26 the Council recruited the following Chief Officers to permanent and substantive roles as defined in paragraph 16 above through its constitutionally approved Appointments Committee. This included the engagement of Gatenby Sanderson as an Executive recruitment agency to provide external objectivity and specialist recruitment insights:

(a) Monitoring Officer

(b) Deputy Chief Executive (currently seconded to the Council from NHS Greater Manchester)

(c) Section 151 Officer - the officer having responsibility for the administration of the Authority's financial affairs

(d) Executive Director of Resources

(e) Director of Digital

31. A further recruitment process is live to recruit to the following roles, following due process as outlined in para 16. This has included the engagement of Penna as an Executive recruitment agency to provide external objectivity and specialist recruitment insights:

(a) Director of Growth

(b) Director of Education and Early Years

Payments on Termination

32. 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.

33. 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.

34. 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 Chief Executive /Assistant Director of Workforce and Organisational Culture and the Borough Solicitor & Monitoring Officer 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

35. 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 October, in line with the latest research, and the Council implements the rise in its minimum hourly rate (if required) prior to the required implementation date.

36. Full-time hours at Oldham Council are 36 hours and 40 minutes per week for employees on NJC Terms and Conditions.

37. 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; instead the analysis is based on existing NJC pay-scales. 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 and Head of Paid Service post.

Accountability & Decision Making

38. 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, Strategic Directors and Assistant Director of Workforce and Organisational Culture as set out in the Council's Scheme of Delegation.

Re-Employment / Re-Engagement of Former Employees

39. 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.

40. 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.

41. 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.

Table 1 – Senior Management Renumeration					
Executive Management Team					**Jan 26**
Job title	**Grade**	**Salary (all defined as Spot Salaries, to nearest £)**	**Contract Type**	**Additional Payments (excluding Elections)**	**Responsibilities**
Chief Executive, Oldham Council	Chief Executive	£180,646	Permanent	-	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 and NHS Place Director of Health & Care Integration (Joint Appointment with NHS)	Deputy Chief Executive	£154,692	Permanent	-	Executive direction for the following directorates: - Adult Social Care - Public Health - Social Care Joint Commissioning
Deputy Chief Executive - Place	Deputy Chief Executive	£144,436	Permanent	-	Executive direction for the following directorates: - Environment - Economy - Communities
Executive Director of Resources	Chief Officer	£148,773	Permanent	-	Executive direction for the following services: - Strategy, Policy, data and performance - Communications and public affairs - HR and OD - Customer & Registrars - Digital & IT - Transformation - Governance, Member Services & Elections
Strategic Director of Children's Services (DCS)	Chief Officer	£148,773	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

Senior Managers						Jan 25
Directorate	**Job title**	**Grade**	**Salary (all defined as Spot Salaries, to nearest £)**	**Contract Type**	**Additional Payments (excluding Elections)**	**Responsibilities**
Chief Executive's and Corporate Services	Director of Finance (S151 Officer)	Chief Officer	£107,676	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 and Insurance - Information Governance - Revenues and Benefits - Welfare Rights & Support and Inclusion - Procurement
Chief Executive's and Corporate Services	Borough Solicitor (Monitoring Officer)	Chief Officer	£107,676	Permanent	–	Executive direction for the following services: - Legal Service - Statutory Monitoring Officer - Constitutional & Democratic Services
Chief Executive's and Corporate Services	Director of Adults Social Care (DASS)	Chief Officer	£122,539	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
Chief Executive's and Corporate Services	Director of Public Health	Chief Officer	£109,438	Permanent	–	Holds the Statutory role for the Director of Public Health, plus: - VCFSE - Leisure
Chief Executive's and Corporate Services	Director of Childrens Social Care and Early Help	Director	£107,676	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 & Lifelong Learning	Director	£107,676 - £115,105 (salary range as vacant)	Permanent but covered by interim	–	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 Environment	Director	£107,676	Permanent	–	Strategic direction for the following services: - Waste, Greenspace and Cleansing - Highways, Operational Services & Streetlighting - Public Protection & Building Control
Chief Executive's and Corporate Services	Director of Growth	Director	£107,676 - £115,105 (salary range as vacant)	Permanentbut vacant	–	Strategic direction for the following services: - Town/District Centres, Property & Estates - Housing Delivery and Regeneration - Strategic Planning, Transport & Development Management - Catering, Cleaning and Facilities Management
Chief Executive's and Corporate Services	Director of Communities	Director	£107,676	Permanent	–	Strategic direction for the following services: - Communities, Districts and community cohesion - Libraries, arts & heritage - Housing and temporary accommodation
Chief Executive's and Corporate Services	Director of Digital	Director	£114,571	Permanent	–	Strategic direction for the following services: -IT & Digital

Pay Policy Statement Table Two: Chief Executive's Salary Expressed as a Ratio of Other Salaries

January 2026

Oldham Council

Table Two

CHIEF EXECUTIVE'S SALARY EXPRESSED AS A RATIO OF OTHER SALARIES

	£	RATIO
CHIEF EXECUTIVE	£180,646.00	-
MEDIAN SALARY	£34,991.51	1 : 5.16
MEAN SALARY	£35,737.65	1 : 5.05
LOWEST SALARY	£24,413.00	1 : 7.40

*** All Figures are based on Full Time Equivalent (FTE) Salaries as at January 2026**

Summary Staff Earning Over £50k at January 2026		
Salary Bracket	**Number of Employees (FTE Salary)**	**Details (of staff earning over £150k)**
£50,001 - £55,000	188	N/A
£55,001 - £60,000	61	N/A
£60,001 - £65,000	39	N/A
£65,001 - £70,000	5	N/A
£70,001 - £75,000	13	N/A
£75,001 - £80,000	16	N/A
£80,001 - £85,000	3	N/A
£85,001 - £90,000	11	N/A
£90,001 - £95,000	7	N/A
£95,001 - £100,000	1	N/A
£100,001 - £105,000	0	N/A
£105,001 - £110,000	6	N/A
£110,001 - £115,000	1	N/A
£115,001 - £120,000	0	N/A
£120,001 - £125,000	1	N/A
£125,001 - £130,000	0	N/A
£130,001 - £135,000	0	N/A
£135,001 - £140,000	0	N/A
£140,001 - £145,000	1	N/A
£145,001 - £150,000	2	N/A
£150,001 - £155,000	0	
£155,001 - £160,000	0	
£160,001 - £165,000	0	
£165,001 - £170,000	0	
£170,001 - £175,000	0	
£175,001 - £180,000	0	
£180,001 - £185,000	1	Shelley Kipling – Chief Executive
£185,001 - £190,000	0	
£190,001 - £195,000	0	
£195,001 - £200,000	0	

Table 1 – Senior Management Renumeration					
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Pay Policy Statement Table Two: Chief Executive's Salary Expressed as a Ratio of Other Salaries

January 2026

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£125,001 - £130,000	0	N/A
£130,001 - £135,000	0	N/A
£135,001 - £140,000	0	N/A
£140,001 - £145,000	1	N/A
£145,001 - £150,000	2	N/A
£150,001 - £155,000	0	
£155,001 - £160,000	0	
£160,001 - £165,000	0	
£165,001 - £170,000	0	
£170,001 - £175,000	0	
£175,001 - £180,000	0	
£180,001 - £185,000	1	Shelley Kipling – Chief Executive
£185,001 - £190,000	0	
£190,001 - £195,000	0	
£195,001 - £200,000	0	

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Greater Manchester Voluntary, Community, Faith & Social Enterprise (VCFSE) Accord

January 2026

Rebecca Fletcher, Director of Public Health

Rachel Dyson, Community-led Prevention Lead, Public Health

Background

In November 2021 Greater Manchester (GM) established a VCFSE Accord, which is a collaboration agreement between the public and VCFSE sectors with the aim of improving outcomes for Greater Manchester's residents. It was jointly owned by the VCFSE and public sectors in GM, including NHS GM, Transport for GM, Greater Manchester Combined Authority (GMCA) and all ten constituent local authorities.

The Accord was supported by an implementation plan and supporting activities at a GM level. At a local level adoption was locally led, with limited accountability or responsibility for reporting to GM on implementation.

During 2025 GMCA has led a process to refresh the Accord and developed the attached draft Accord document for 2026-2035. This has been developed based on engagement with stakeholders across the VCFSE and relevant public sector organisations, reaching 750 people through one-to-one conversations and workshops. In Oldham engagement was led through the VCFSE Leadership Forum and Public Sector and VCFSE Forum. Oldham partners also contributed through discussions at the Greater Manchester VCFSE Forum, 10GM and LA VCFSE leads group.

The refreshed Accord sets out a shared vision, values and commitments. The vision recognises that each partner has a role in improving the lives of the people in GM, and that we can achieve this best by working together for the benefit of our communities. The Accord highlights the unique role of the VCFSE which comes from being rooted in communities and seeks a shared commitment from public sector partners to work together with them on an equal footing.

The Accord is intended to align with and strengthen and place-specific agreements, strategies and shared objectives for collaboration. There is a greater emphasis on accountability at a local level, with each signatory expected to support the commitments of the Accord and take responsibility for transforming the values into visible and practical actions.

Current Position

Oldham Infrastructure

Oldham has a long history of collaborative working with the VCFSE sector and has a well established and thriving Local Infrastructure Organisation (LIO) in Action Together CIO. Over recent years these strong partnerships have delivered tangible and practical impacts through the Covid19 pandemic and Cost of Living crisis, which in turn has provided a foundation for

embedding good practice and continued innovation. For example, both the One Oldham Fund and our partnership with Action Together as the LIO have been highlighted as best practice by GMCA Live Well and the National Association for Voluntary and Community Action (NAVCA) respectively.

During 2025 Oldham has established a VCFSE and Public Sector Forum which includes representation from the VCFSE sector, Oldham Council and ICB. The purpose of the Forum is to bring together public sector service leads and leaders of VCFSE sector organisations delivering activities in Oldham to provide a space for developing and implementing a shared strategy for the VCFSE sector in Oldham, embedding the commitments of GM Accord and Faith Covenant within Oldham and fostering collaboration. The Forum is open to leaders of VCFSE organisations and to Public Sector colleagues who lead on key areas of service delivery, commissioning or strategy development which interface with the VCFSE.

The priorities identified by the Forum are:

- Funding and commissioning
- Co-production and lived experience
- Bringing in more resource to Oldham
- Workforce development
- Connecting with communities
- Sector voice
- Equity and access

In early 2026 the intention is to develop a strategy and action plan aligned to the Forum priorities, and responding to the refreshed GM Accord commitments. It will be important to maintain and encourage wider engagement from Forum members, particularly public sector representatives, to contribute to joint implementation of Forum priorities.

GM VCFSE Accord Commitments

The draft GM Accord sets out three commitments:

1. **Involve & Devolve** - We commit to deepening collaboration across sectors by working together to involve the VCFSE sector and devolving power to our communities.
2. **Resource & Enable** - we commit to increasing investment in, and ensuring fair, transparent and sustainable resourcing of VCFSE organisations.
3. **Recognise & Value -** we commit to recognise and value the contribution of VCFSE organisations through efforts to improve understanding, involvement, practical support and investment.

The sections below set out Oldham's progress and priorities against each of the commitments.

1. Involve & Devolve

The Oldham Plan 2024-2030 recognises that the borough's strength is its people and diverse communities. It is grounded in partnership, bringing together the public sector, VCFSE, local businesses and residents to work together to tackle our challenges.

As a partnership we have developed a resident Engagement Framework, which sets out shared commitments, principles and approaches to involving residents in shaping the work we do and services available to them. We also have an active Engagement Network, made up of colleagues from across the partnership, leading and embedding the framework.

Through work such as Local Motion & Oldham Positive Action Network, the Live Well accelerator and Community Health Champions we have been testing new approaches to valuing the time of local community organisations and residents' to enable meaningful participation.

Action Together have led the development and implementation of a new VCFSE sector voice model. This means there are now more sector leaders involved in key partnership and decision-making spaces than ever before, acting as representatives for the sector as a whole.

Action Together are also a key member of the health and care provider collaborative which is creating stronger and more collaborative relationships between organisations.

2026 Priorities:

- To continue to embed the Engagement Framework, through the launch the Oldham Engagement Toolkit, workforce development, and sharing learning and best practice.
- To embed the VCFSE voice model based on learning from the early stages of implementation and continually review representation on groups and boards.
- To explore further opportunities through the Forum to deepen collaboration and widen involvement aligned with the GM Accord and agree actions to take this forward across the system.

2. Resource & Enable

The Forum has established a task and finish group made up of public sector commissioners and VCFSE leaders from commissioned providers and grassroots organisations. The group is exploring ways to improve transparency, process and practice around funding to the VCFSE. Although increasing investment through existing grants and contracts remains challenging within budget constraints, this work aims to reduce barriers to accessing public sector contracts, improve funding flow and consistency, and make best use of social value to support sustainability and improved workforce retention etc. across the sector as a whole.

Through the Live Well accelerator we have been working with residents and community groups in East Oldham to co-design new approaches to involving residents in decision making about prevention funding in their local area. The mechanism designed by residents has been used to make decisions about the investment of the Live Well Communities Fund in East Oldham.

We have established the Forum which can act as the mechanism for delivering the commitments in the Accord. It currently has informal links to VCFSE Leadership Forum as well as partnership boards including Live Well Sponsorship Group, Integrated Care Partnership, Communities Board and Joint Commissioning Board.

2026 Priorities:

- Through the Commissioning and Funding task and finish group to explore the feasibility of implementing a local Fair Funding Protocol.
- To engage with public sector staff responsible for budgets and procurement around the commitments within the refreshed GM Accord and the priorities of the Forum.
- Through Live Well to roll out participatory approaches to involving residents in decision making about funding in their local area.

3. Recognise & Value

One role of the Forum is to provide opportunities to build a better understanding of roles across the different sectors and how these influence working relationships. It also provides a space for cross sector networking and identification of new and creative opportunities for collaboration.

The commissioning and funding task and finish group have identified Social Value as a priority. They have identified current barriers to valuing the inherent social value of the sector through procurement and is developing proposals for how this could be done differently in future.

Our Live Well Implementation Plan has identified cross sector workforce development as a key enabler for the delivery of the Live Well approach at scale and plans around this are in progress. This includes the development of leadership skills and capacity withing the VCFSE sector, led by Action Together.

Through our Engagement Framework we are exploring how we can use our digital insight platform (Big Oldham Convo) to ensure that insight gathered through our VCFSE is valued, and that the infrastructure is in place to capture and utilise it more effectively.

2026 Priorities:

- Through the Forum we will develop an action plan around our workforce development priority, including a focus on improving understanding between sectors.
- To test and implement proposals developed by the commissioning and funding task and finish group for an alternative model to ensure the inherent social value of the VCFSE sector is valued in procurement.

Recommendations

This version of the GM Accord is in draft, however the final version will be shared with Leaders across the public sector partners for initial approval during February, and formal sign off by the GMCA in March. However, given the emphasis on local accountability, it is important that there is awareness of the Accord's commitments and responsibilities amongst public sector leaders prior to becoming signatories. For Oldham it is recommended that:

- All partners to commit to the vision and values of the GM VCFSE Accord.
- An SRO for Accord implementation is identified, along with officers within the Council, ICB and Action Together who are responsible for driving change.
- All partners recognise the VCFSE and Public Sector Forum as the means of delivering on the accord commitments and establish clear lines of accountability and reporting through relevant organisational and Oldham Partnership governance structures.
- The Oldham Partnership set out our local commitments and measures of success, aligned to the GM Accord, through the Oldham VCFSE Strategy and Action Plan (currently in development).
- Public sector leaders to commit to being active participants in the Forum and to supporting the development and delivery of the VCFSE Strategy and Action Plan.

FINAL DRAFT – 8th Jan 2026 – to go through governance & formal sign off processes Jan-Feb

The Greater Manchester Voluntary, Community, Faith and Social Enterprise (VCFSE) Accord – 2026-2035

The Greater Manchester VCFSE Accord is a commitment to put in place working relationships between the public sector and voluntary, community, faith and social enterprise (VCFSE) sector that will improve outcomes for Greater Manchester's communities, residents and places. It is based on a relationship of mutual trust, honesty, ambition and accountability and is jointly owned by the public and VCFSE sectors in Greater Manchester – including NHS GM, the Greater Manchester Combined Authority (GMCA), Transport for Greater Manchester, Greater Manchester Fire and Rescue Service, 10 local authorities, and the Greater Manchester VCFSE sector (represented by the GM VCFSE Leadership Group).

This agreement seeks to align with and strengthen related place-specific agreements, strategies, and shared objectives for collaboration. It also runs alongside the Greater Manchester Strategy, and is our Greater Manchester version of the national Civil Society Covenant. The Accord outlines how signatories will work together to redress power and resource imbalances so that partnership working is as effective as possible.

The Accord seeks to work in conjunction with existing and new equivalents to the Accord that are locally developed and owned. The Accord commitments will be enacted in addition to these local agreements.

From this point on, the words "we", "our" or "us" refer to all signatories to this Accord - acting with a single voice and shared purpose.

1. Introduction

We all exist to serve all of Greater Manchester's residents in their rich diversity; the places we all live; and the climate and environment on which all our lives depend. Each of the signatories to this agreement – VCFSE organisations across Greater Manchester, and the public sector - has a role in making our city region a sustainable place where everyone can live a good life: a place of equity, opportunity, and belonging. We can achieve this by working together, collectively, for the benefit of the communities we are all part of.

The VCFSE sector holds a unique power: the trust, relationships, credibility, and insight that come from being rooted in communities. By ensuring the sector can lead boldly, increase its own capacity, and work on an equal footing alongside public sector partners, we will unlock the potential of community-led change.

The Accord sets out the shared values that guide collaboration of Greater Manchester's VCFSE and public sectors, and the commitments we make to one another as partners. The Accord should be used as a common reference point and guiding tool owned across sectors that helps us stay aligned in purpose, valued in our roles, and be accountable to each other and the communities we serve.

2. Our Shared Vision, Mission & Beliefs

Our Vision:

A thriving Greater Manchester where everyone can live a good life: a place of equity, opportunity, belonging, and environmental stewardship.

Our Mission:

A thriving, connected, and resilient Greater Manchester VCFSE ecosystem that fully contributes to driving change for Greater Manchester's people, communities, places, and environment, working in trusting collaboration with public sector partners.

Our Shared Beliefs:

Underpinning our shared vision and mission are our shared beliefs:

1. **We achieve more together than alone**. The combined size, roles, and approaches of the Greater Manchester VCFSE sector and public sector together bring depth, resilience, and innovation to our shared work, adding a value which is more than the sum of its parts.
2. **An integrated, connected, and well-resourced Greater Manchester VCFSE ecosystem benefits everyone.** When the VCFSE sector can lead alongside public partners with equality of voice and status, we move closer to our shared vision of a city region where everyone can live a good life.
3. **The rich diversity of our local communities is where we will find the expertise to drive change and justice in society.** The VCFSE sector is a key route to do this. Greater Manchester's residents must have power, spaces, and opportunity to participate in decisions that affect them.
4. **Decision-making in partnership enables outcomes to be more inclusive and effective.**
5. **By sharing power, we build the trust needed to achieve real and lasting change.**
6. **Values must be lived, not just stated.** Transforming our shared values into everyday practice is how change happens.

3. Our Shared Values & Behaviours

Over several decades we have learnt that strong relationships are the foundation for us to collaborate effectively in the interests of the common good. We commit to ensuring that our core value of trust, and underpinning values of honesty, ambition and accountability, guide all our work together:

Our Core Value: Trust

We commit to create conditions of mutual trust and understanding.

Building trust must be the foundation of everything we do. Trust is not automatic; it grows over time as our actions make clear our commitments to each other, and the people of Greater Manchester. We know that without trust, we cannot have authentic conversations, take bold steps, or hold each other to account. We recognise that building trust can take time and we should be realistic about the complexities of building trusting relationships. Through consistent action in line with our shared values, understanding, and empathy about the contexts we each work in, we can create the trust across our diverse organisations and communities.

Honesty

We commit to creating spaces where honesty is encouraged alongside reciprocal care and respect.

Trust between partners fosters our ability to speak openly and honestly, share challenges, and offer constructive feedback without fear of negative consequences, both ways. We will identify and address barriers to trust and honesty, such as power imbalances. We will remain transparent about decisions, whilst also respecting that sometimes respect for confidentiality, legislation, and formal responsibilities must be prioritised.

Ambition

We commit to continuously strive for better outcomes, resilient through our shared purpose and ambition.

We know that being bold and ambitious is only possible when we trust that we have the support from each other we need to shift practice or challenge the way things are. As the world changes rapidly, we must evolve and adapt so that we can respond to, anticipate and act on the future priorities and experiences of the people of Greater Manchester. This will require us to build strong resilient relationships and act boldly and with integrity to challenge our mindsets, structures, and systems and step into new ways of working.

Accountability

We commit to accountability founded on transparency, integrity and positive impact.

We define accountability as listening to others' priorities and perspectives, acting when we have committed to act, and being transparent about progress, challenges, and why something has not worked out as planned. We see accountability as essential for trust to thrive between us. We believe that good relationships depend on action, not just words and see accountability as essential to achieving real change. This is particularly important where power imbalances exist, as decisions made by some partners can have a greater impact on others. Accountability is not about control or blame; it is about all working to the same standards and behaviours in order to achieve greater clarity and impact.

Ultimately, we recognise that we are all accountable to the people of Greater Manchester, and this framing will guide all our work.

4. Accord Commitments

We recognise the areas of change outlined below as our three key priorities for the next 9 years.

Each area includes a full list of commitments to be progressed over this timeframe, building on the headline commitments.

4.1 Involve & Devolve

We are committed to building a future where significant power and wealth are in the hands of our communities. Achieving this requires a community-centred model - one that is rooted in the people, knowledge and relationships that already exist within our neighbourhoods. This is important for all our communities, but most important where power and wealth is the least accessible. VCFSE groups and organisations are integral in this model, as they are usually the first to understand community strengths and needs. They achieve this through their deep local insight, trusted connections, and work delivering social and climate justice. We commit to building this VCFSE model, and, from the earliest possible point, involving people in the decisions that affect them. We believe that lasting change will depend on trusted VCFSE approaches that elevate community voice, challenge inequality, and strengthen the leadership, participation and infrastructure that enable people to shape their own futures.

We commit to deepening collaboration across sectors by systematically involving the VCFSE sector and working together to devolve more power to communities.

Headline commitments:

i. **Devolve to communities through building stronger participatory approaches (including co-production, co-design, co-commissioning, co-delivery and co-evaluation)** where this is essential to community outcomes. Where we agree that co-production will add value, we will ensure that local people are active participants in shaping their futures, not passive recipients of services. We will enact these approaches to involve local people, and the VCFSE groups and organisations that represent them, at the earliest point of our work, and consider developing and adopting a charter to assist in embedding this in practice.

ii. **Involve the VCFSE sector in more decision making, steering group, programme and formal governance** such as public sector boards as standard. Partners should ensure representatives feel supported in these roles and connected with VCFSE networks.

We will:

a. **Put people and communities first**, **working from an approach that recognises strengths,** resilience and potential, rather than problems, deficits or need

b. **Ensure visible and active leadership that challenges structures and behaviours that perpetuate inequalities**. Leadership should be diverse and reflective of local populations to strengthen representation and trust. Leadership that is visible and courageous sets the tone for change, confronting the systems and barriers that sustain inequality and driving progress toward equity.

c. **Ensure that people with direct experience of issues and intersectional perspectives** influence governance, policy, commissioning and delivery at every level. We will always ask whether the right people are in the right rooms and challenge ourselves and each other on whether we are reaching all communities, particularly the disenfranchised.

d. **Reduce barriers to participation in our structures -** avoiding models that solely favour specific organisational forms over others. For example, where smaller VCFSE organisations and community groups may face capacity challenges.

e. **Build forms of collective leadership** that facilitate significant power and wealth moving to our communities, tackling inequalities in the most disadvantaged and discriminated communities.

f. **Take action to support community asset acquisition or development.**

4.2 Resource & Enable

For the VCFSE sector to fulfil its potential in supporting communities, we recognise that it needs long-term funding as standard and flexibility so that funding worries do not get in the way of its work. We recognise that any financial resources that either VCFSE organisations or Greater Manchester public sector organisations hold ultimately belong to the people of Greater Manchester, and we are its custodians. The public sector signatories commit to increasing the overall proportion of their budgets to Greater Manchester VCFSE organisations as this keeps public value working locally - increasing the wealth retained by our communities and long-term benefit. All signatories recognise that financial resourcing must sit alongside other forms of capacity such as digital and workforce capacity and spaces to meet. We all commit to building this capacity and supporting each other to do so.

We commit to increasing the proportion of fair, transparent, and sustainable funding that public sector signatories invest in VCFSE organisations, working in a spirit of honesty and openness regarding the challenges of resourcing decisions.

Headline commitments:

i. **Resource the VCFSE sector through increasing the proportion of public sector funding invested in VCFSE groups and organisations**, as this is a direct investment in the people and places of Greater Manchester. By directing public funds through locally rooted, community-led organisations, we keep public money working locally - increasing the wealth retained by our communities and committing to working together to end extraction by external profit driven models.

ii. **Enable the sector by fully implementing the Greater Manchester Fair Funding Protocol[1] or equivalent agreement such as the NHS GM Commissioning Principles[2]**. Where no such protocol exists, commit to the development and adoption of a locally or organisationally tailored version that upholds principles of financial fairness, transparency, and shared accountability.

We will:

a. **Ensure that partners are adequately resourced to act - through funding and other capacity - by working collectively to advocate for sufficient, long-term, and flexible investment in the VCFSE sector at both regional and national levels,** with a shared commitment to long-term funding and responsibility for delivery, recognising that sustainable investment is essential to lasting change.

[1] GMCA Fair Funding Protocol
[2] NHS GM Commissioning Principles

b. **Shift to greater community control of funding and participation in decision-making around how public money is spent** with appropriate processes and a clear framework to implement this shift.

c. Develop robust and transparent mechanisms for the **VCFSE sector to manage more funding, influence commissioning processes focused on shared responsibility and partnership, and to co-design and co-deliver solutions** alongside statutory partners, ensuring that that the driver is community outcomes, rather than shifting the burden of risk from public sector to VCFSE organisations.

d. **Jointly identify where new or enhanced skills and capacity are needed**. This might include skills such a facilitation, participatory budgeting, conflict resolution, or work to support embracing of new technologies/ways of working e.g. digital. We will work together to ensure that this is put in place.

e. **Ensure public sector officers with responsibility for budgets and financial strategy within public sector organisations,** (e.g. directors of finance, commissioners, and those with day-to-day budget decision-making powers), **understand the values and commitments in this Accord, and that VCFSE colleagues understand the pressures and responsibilities of these staff**.

4.3 Recognise & Value

We value the commitment of those who work for the common good across Greater Manchester and recognise the wide range of roles played by both the VCFSE and public sectors. Some responsibilities sit firmly with public bodies, and others rely on the independence of the VCFSE sector - including its ability to advocate, organise, and challenge. Sometimes we will need to switch from or blend the roles we traditionally hold to be effective as a partnership. We will honour this balance of collaboration and independence as we work to improve outcomes for our communities. We also recognise the need to 'rebalance' across our sectors, with a specific priority to recognise and value the role of the VCFSE sector and ensure that action taken in line with this Accord emphasises this priority.

We commit to recognising and valuing the roles of all those who work for the common good, with specific emphasis the contribution of VCFSE organisations through efforts to improve understanding, transparency, involvement, practical support and investment.

Headline commitments:

i. **Recognise the impact of the sector and the breadth of roles VCFSE organisations play**[3], as set out in 'The role of the VCFSE Sector in Greater Manchester'. This includes recognition of the VCFSE sector contribution to economic, social and environmental change; the inherent social value they generate; and their ability to build cohesive, inclusive communities. Roles include campaigning, innovation, community organising, leadership, expert advice, and supporting prevention and early intervention.

ii. **Value the unique insight, evidence and community-generated data held by VCFSE organisations** by drawing on this intelligence to inform policy, strategy and service design, alongside other forms of insight.

We will:

a. **Acknowledge that generating 'social value' is inherent to the purpose, work and organisational structure of VCFSE organisations,** by working together to ensure public sector funding decisions are reflective of this.

[3] Appendix 1 – The Role of the VCFSE sector in Greater Manchester (2025)

b. **Support responsible, proportionate, and ethical sharing of data and insight** between sectors while meeting all legal and safeguarding duties and work together support the development of further data and insight.

c. **Value the VCFSE sector and public sector workforce, including volunteers and unpaid carers** as “one workforce”. We will support VCFSE staff development programmes, broaden access staff support programmes and, where possible, create cross-sector coaching/mentoring opportunities aligned to the standards set out by the Good Employment Charter.

d. **Acknowledge our shared responsibility to act in ways that protect and restore the environment**. We will embed environmental sustainability into decision-making, resource allocation, and programme delivery.

e. **Recognise the VCFSE sector’s potential to take on new roles, including in areas where it has not traditionally operated.** We will not only increase the amount of delivery the VCFSE sector leads, but its breadth of involvement. We will generate innovative solutions by working together to scope opportunities that offer clear added value for our people, places, communities and environment.

f. **Support leadership development across the VCFSE sector** and ensure VCFSE voices shape policy, service design, practice, and resource allocation.

g. **Acknowledge that certain statutory, legal and decision-making functions sit with public bodies.** We commit to widening participation within the existing framework and challenging where this would lead to better outcomes but is not currently possible. We will also recognise that some public sector responsibilities should always remain distinct and will be exercised transparently in the public interest. We commit to both increased openness and understanding of public sector constraints and statutory responsibilities that impact on the VCFSE sector.

h. **Ensure VCFSE groups and organisations, as well as public sector staff across Greater Manchester are aware of the Accord,** understand the values and commitments it contains and how they can use it within their own context.

5. Accord Implementation: demonstrating action

Through a shared commitment to transforming values into visible and practical actions, the Accord will become a lived reality and deliver meaningful change.

Each signatory will take responsibility for embedding its values, behaviours and commitments through the following actions:

1. **Identify named individuals with clear responsibility** for driving change, and be specific about the roles, responsibilities and decision-making powers of those involved in change. This is essential to ensuring commitments are delivered and in making progress visible.

2. Signatories will **set and integrate clear formal governance process and structures** accountable for Accord delivery within our organisations. We recognise that there are a large number of commitments and signatories will work through a process of prioritisation to define **specific, actionable initiatives**.

3. We will **create spaces defined by the right people being in the right rooms** to share learning, address challenges collectively, and work with accountability, honesty, and ambition.

4. We will make **decision-making processes open and clear**, including where decisions are made and who is making them.

5. Partners will **agree meaningful measures of success**, recognising that progress may look different across sectors and localities. Regular reflection and reporting will show how actions contribute to the Accord's goals and/or local strategies and priorities and improve outcomes for communities.
6. **We will outline accountability and escalation protocols,** to define the mechanisms to support accountability in case partnership working doesn't go to plan.
7. Partners will actively **share what works, through structured feedback loops** and support its adoption across the system to accelerate improvement.
8. We will ensure the Accord complements other strategies across Greater Manchester and localities, **embedding structured accountability through mechanisms such as job descriptions, governance arrangements, and evidence-based practice.**

6. Deliverables

The below table shows the deliverables that result from our commitments to action. These will be assessed as part of a regular implementation review.

Phase 1 – Established at the point of signing
Phase 2 – By the end of the first year, supporting documentation to be approved and shared with relevant audiences.
Phase 3 - Deliverables to be continuous throughout the course of the agreement.

Phase 1 - Share and keep informed on:
a. Named individuals with clear responsibilities for Accord* - *see appendix* 3
b. Formal governance processes and structures
c. Decision-making processes and timelines (e.g. commissioning intentions)
d. Routes of escalation and emergency response protocols
Phase 2 - Co-Design and Develop:
a. Effective methods and spaces to develop understanding and sharing learning
b. Mechanisms for continuous improvement and system learning
c. Key delivery metrics for monitoring and reporting
d. Prioritisation and process to enact commitments (e.g. Fair Funding Protocol, Commissioning Principles)
e. Accord Delivery Plan
Phase 3 - Integrate and Embed:
a. Staff awareness and understanding of the Accord Agreement
b. Alignment and integration with wider strategies and plans
c. Evidence through tangible improvements in research findings

**With recognition that each partner will demonstrate the commitments of the Accord in ways that reflect their own context, stage of development, capacity and priorities.*

A list of examples of how partners might demonstrate action through working towards specific outcomes is included in appendix 2.

7. Duration

The duration of this Accord will be nine years, 2026-2035, to align with the Greater Manchester Strategy and the 10-year NHS Long Term Plan.

This will be supported by implementation review and planning every three years to assess our collective progress and set our upcoming priorities.

Signed Date:

Agreement Renewal Due Date: April 2035

- **Implementation Review:** Every three years.
  - **Next review:** Winter 2028, to enact from April 2029
- **Delivery Reporting:** Annual

8. Signatories

This document has been formally signed and endorsed by:

The Greater Manchester VCFSE Leadership Group, on behalf of Greater Manchester's 17,400+ Voluntary, Community, Faith and Social Enterprise Sector*****.

Key public sector organisations that serve the people of Greater Manchester, including the ten Local Authorities (Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Stockport, Tameside, Trafford, Wigan), Greater Manchester Combined Authority, NHS Greater Manchester, Transport for Greater Manchester, and Greater Manchester Fire and Rescue Service.

***'VCFSE sector' (Voluntary, Community, Faith and Social Enterprise sector)** is an umbrella term, which includes, but is not limited to:*

- *Charities and voluntary organisations*
- *Community, grassroots and informal groups (which make up the largest proportion of 'VCFSE')*
- *Community organising coalitions*
- *Campaign organisations*
- *Faith centres and organisations*
- *Social enterprises, social businesses, co-operatives and* other models that aim to reinvest profits for social purpose and/or democratise ownership.

Additional signatories

Grounded in shared values and principles, this Accord is open to welcoming additional signatories whose work aligns with these commitments.

Organisations that embrace the expectations of this Accord agreement are encouraged to sign and support its ongoing development and delivery.

Amendments

The Accord commits signatories to act in a way that is aligned with the beliefs, values, and behaviours and commitments it contains and to ensure the ongoing viability of the integrated Greater Manchester system in a changing environment. The Accord will ONLY be amended in the instance that all signatories agree an amendment to be beneficial to the people, communities, places and environment of Greater Manchester.

Signatures:

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List of Appendices

Appendix 1 – The Role of the VCFSE sector in Greater Manchester (2025)

Appendix 2 – Demonstrating Action – examples of Accord implementation

Phase 1 Deliverables

Appendix 3 – Named accountability leads table - Phase 1(a) deliverable

Appendix 4 – Formal governance processes and structures – Phase 1(b) deliverable

Appendix 5 – Decision-making processes and timelines (e.g. commissioning intentions) – Phase 1(c) deliverable

Appendix 6 - Routes of escalation and emergency response protocols - Phase 1(d) deliverable

Implementation planning toolkit

Appendix 7 – Accord Commitment Maturity Self-Assessment Checklist

Appendix 8 – Template Accord Delivery Plan – Phase 2(e) deliverable

Appendices

Appendix 1 – The Role of the VCFSE sector in Greater Manchester (2025)

Appendix 2 – Demonstrating Action – examples of Accord implementation

The following outlines a series of **suggested changes**, developed with broad support from both VCFSE and public sector partners in consultation in 2025.

These illustrate the kinds of actions and shifts that can bring the Accord's values to life, while allowing flexibility for each signatory to determine how best to implement and measure them. In many cases these changes will need to be made in steps, as underpinned by the broader culture shift that the Accord agreement will drive.

We recognise that each partner will demonstrate the principles and values of the Accord in ways that reflect their own context, maturity, and capacity.

1. Involve & Devolve

1. **Devolution of power, equity and involvement –** measurable shift of decision-making and resources
2. **More assets in community ownership**
3. **Shared participatory approaches systematically included**. These include co-design, co-production and co-delivery. The voice of lived experience in policy making principles created by GM=EqAI used as a best practice benchmark.
4. **Increased VCFSE involvement in decision making, steering group, programme and formal governance spaces** such as public sector boards with additional support via VCFSE networks.

2. Resource & Enable

1. **The Fair Funding Protocol or equivalent** implemented across whole of GM
2. Increasing the funding of VCFSE services through also broadening the diversity of activities VCFSE organisations are trusted and funded to undertake.
3. **1% community levy** for large public sector contracts
3. Shift of **resources to follow Live Well principles** – e.g. number of Live Well Centres owned by VCFSE sector as a metric
4. **Improved procurement processes** such as improved **Social Value** that gives weight and recognition to inherent social value of VCFSE and a **better use of Provider Selection Regime**
5. More **investment in VCFSE control, with a clear framework** to implement the shift

3. Value & Recognition

1. Improved **measurement and increased use of VCFSE impact data** within the system
2. Recognition of **VCFSE expertise**
3. **Challenging outdated systems together,** whilst addressing power imbalances – e.g., commissioning reform
4. **Increased co-commissioning, grants** and equal commissioning voice for VCFSE organisations
5. **Adoption of 'keep it local' principles,** prioritising local partnerships and investment
6. Enhanced **embedding of co-ops and inclusive economy** into strategy
7. **Public sector staff induction module** about Accord and VCFSE sector, Accord ways of working embedded in job descriptions

Appendix 3 – Named accountability leads table - Phase 1(a) deliverable – as at 1st April 2026

The below should be maintained on a regular **basis** by the officer lead for each signatory*.

Accord Signatory	***Exec Lead*** *(current post holder)*	***Strategic Lead*** *(current post holder)*	***Officer Lead*** *(current post holder) *responsible for keeping other names up to date*
NHS GM	**Chief Strategy, People, & Partnerships Officer (CSPPO)** (Charlotte Bailey)	**Director of Strategy** (Paul Lynch)	GM Strategy & Partnerships Lead (Sarah Harris)
GMCA	**Portfolio Holder for Communities. Deputy Chief Executive** (Andrew Lightfoot)	**Head of Policy & Implementation** (Eve Holt)	VCFSE Lead (Jenny Rouse)
VCFSE	**Chair of the GM VCFSE Leadership Group** (Warren Escadale)	**N/A**	GM Programme Manager, GM VCFSE Leadership Group (Anna Cooper)
TfGM			
GM FRS			
Bolton *Local Authority* *NHS* *LIO*			
Bury *Local Authority* *NHS* *LIO*			
Manchester *Local Authority* *NHS* *LIO*			
Oldham *Local Authority* *NHS* *LIO*			
Rochdale *Local Authority* *NHS* *LIO*			
Tameside *Local Authority* *NHS* *LIO*			
Trafford *Local Authority*			

NHS *LIO*			
Salford *Local Authority* *NHS* *LIO*			
Stockport *Local Authority* *NHS* *LIO*			
Wigan *Local Authority* *NHS* *LIO*			
Accord Signatory			
Accord Signatory			
Accord Signatory			
Accord Signatory			

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Report to Cabinet

Public Health Grant Funding Allocation for Adult Substance Misuse Prevention, Treatment and Recovery Services 2026/27 – 2028/29

Portfolio Holder:
Councillor Brownridge, Cabinet Member Health and Social Care

Officer Contact: Rebecca Fletcher, Director of Public Health

Report Authors: Julian Guerriero; Senior Policy, Strategy & Commissioning Manager (Public Health)

February 2026

Reason for Decision
The purpose of this report is to note the allocation of Public Health Grant funding for 2026/27 and indictive allocations for 2027/28 and 2028/29, which is ringfenced to improve Drug and Alcohol prevention, treatment and recovery delivery and associated outcomes for Oldham.

Approval is sought to delegate authority to agree all decisions related to the utilisation of the Public Health Grant for Drug and Alcohol Prevention, Treatment and Recovery and Individual Placement and Support Grant (IPS) to the Director of Public Health, after consultation with the Cabinet Member for Adult Social Care, Health, and Wellbeing for above funding period. This will include the authority to vary existing contracts (and any associated collaborative commissioning agreements) or award grant agreements or contracts stemming from a compliant procurement process. It is also requested that authority is delegated to the Borough Solicitor or nominee to carry out all necessary legal formalities, including the execution of any contracts.

Recommendations
Cabinet is requested to:

1. Note and accept the Public Health Grant for Drug and Alcohol Prevention, Treatment and Recovery and Individual Placement and Support Grant (IPS) settlement for 2026/27 to 2028/29 including the conditions of funding outlined in this report and that confirmed funding for both

elements is for 12 months, with indicative amounts for funding for future years, which will be confirmed at a later date. Agree that the grant funding is allocated to Public Health to enact, in line with the grant conditions.

2. Delegate authority for the execution of all decisions regarding utilisation of the funding from the Public Health Grant for Drug and Alcohol Prevention, Treatment and Recovery 2026/27 - 2028/29 to the Director of Public Health, in consultation with the Cabinet Member for Adult Social Care, Health and Wellbeing.

3. Delegate authority to the Director of Public Health, in conjunction with the Borough Solicitor and Director of Finance (or their nominees), to vary existing contracts (and any associated collaborative commissioning agreements), issue grant agreements or award contracts stemming from a compliant procurement process.

4. Delegate authority to the Borough Solicitor or their nominee to carry out all necessary legal formalities linked to the actions delegated to the Director of Public Health, including the execution of contracts.

Public Health Grant Funding Allocation for Adult Substance Misuse Prevention, Treatment and Recovery Services 2026/27 – 2028/29

1 Background and Context

1. Under the Health and Social Care Act 2012, local authorities have a duty to reduce health inequalities and improve the health of their local population by ensuring that there are public health services aimed at reducing drug and alcohol misuse.

2. Having a high functioning drug and alcohol treatment and recovery offer is an essential component of the range of activity required to achieve better population health and reduce demand on health and social care services.

3. Oldham Council currently use the public health settlement to commission a range of interventions, including but not limited to an Adult Drug and Alcohol Treatment and Recovery Service (delivered by Turning Point, under the service name ROAR [Rochdale and Oldham Addiction Recovery]) and a Young People's Sexual Health and Substance Misuse Service (delivered by Early Break in partnership with HCRG Care Group under the service name, MYNO [Meeting Your Needs Oldham]) to minimise drug and alcohol related social and health harms through prevention, education and awareness raising, treatment and recovery provision.

4. Additional funding has been available from the Department of Health and Social Care (DHSC) from 2021 – 2026 to improve services in line with the ambitions of the Government's Drug Strategy, From harm to hope: a 10-year drugs plan and the recommendations from Dame Carol Black's independent review. The additional funding has included the following time-limited, central government grants: Supplementary Substance Misuse Treatment and Recovery Grant (SSMTRG), In-patient detoxification (IPD) Grant, Rough Sleeper Drug and Alcohol Treatment Grant (RSDATG), Individual Placement and Support (IPS), and Housing Support Grant (HSG).

5. The grants are provided by the Department of Health and Social Care (DHSC) and managed on a regional basis by the Office of Health Improvement and Disparities (OHID). Grant funding has been dependent on the Council maintaining or building on existing investment in drug and alcohol treatment and recovery from the Public Health Settlement.

6. In line with government policy, for 2026/27, the DHSC will provide funding under the umbrella of Public Health Grant with protected financial allocations for delivery of Drug and Alcohol Prevention, Treatment and Recovery services. The Grant has been allocated for a 12-month period from 1 April 2026 to 31 March 2027 and consolidates previous grant funding provided through the Drug Alcohol Treatment Improvement Grants (DATRIG).

7. The main change to note is in the overall administration of the funding; the government is committed to simplifying the funding that is made available to local authorities. From 2026/27 for the 10 local authorities in Greater Manchester, this will mean that funding that was previously in the Drug and Alcohol Treatment and Recovery Grant (DATRIG) and the Individual Placement and Support (IPS) grant will be consolidated with supplementary funding for stop smoking services into a single Section.31 grant. This will sit alongside Public Health Grant allocation which is delivered through the Business Rate Retention Arrangements. As with previous arrangements, all grant funding is conditional on the basis that there will be no disinvestment in drug and alcohol prevention, treatment and recovery services that are funded by the core Public Health Settlement.

8. It's anticipated that the overall conditions and outcomes of Public Health Grant funding will continue to focus on reducing levels of unmet need, and an enhanced focus on the quality of the prevention, treatment and recovery offer for people with drug and alcohol treatment needs. The focus on quality will reduce attrition rates and representations, improve the number of people entering treatment and making meaningful progress, support more people to initiate and sustain recovery (including through improved employment and housing support) and reduce the number of people dying from drug and alcohol related deaths. In turn, continued improvement in the range and quality of support being provided will make services more attractive, accessible and effective.

9. Previous grant conditions have stipulated that we must report on the following seven measures, that are intended to improve the delivery of drug and alcohol services and support the long-term recovery of our residents:
    1. Increase numbers in treatment for Opiate, Non-Opiates and Alcohol
    2. Reduce unsuccessful treatment exits and improve the percentage of individuals making progress in their treatment
    3. Reduce Drug and Alcohol Related Deaths
    4. Increase capacity in the workforce and improve training
    5. Improve engagement rates (continuity of care) for those residents released from custody and maintained in treatment and recovery when in the community
    6. Increase numbers accessing Residential Rehab by 2% of all those in treatment
    7. Ensure long term recovery support and lived experience offer for Oldham residents to reduce relapse and representations back into specialist services

10. Public Health and providers have worked alongside Office for Health Improvement and Disparities Regional Teams and Greater Manchester Combined Authority to meet these targets. All have been achieved or are improving apart from a reduction in alcohol related deaths, that is slightly higher than the national average.

2 Current Position

1. The total Public Health funding for Oldham for 2026/27 is expected to be £1,681,623. This is a slight reduction from £1,684,064 received in 2025/26. This is broken into individual elements of Supplementary Substance Misuse Treatment and Recovery Grant (SSMTRG) £971,527 and the Rough Sleeping Drug and Alcohol Treatment (RSDAT) £710,096. There is a separate amount of £228,726 for the delivery of Individual Placement and Support Programme (IPS) across Oldham and Rochdale.

2. Summary of funding for elements for 2026/27 and future indicative amounts:

Although Public Health funding is one funding stream from 2026/27, for transparency we have set out below how the different lines that constitute protected funding.	**2026/27**	**2027/28 (indicative)**	**2028/29 (indicative)**
Public Health Funding for Prevention, Treatment and Recovery Total	**£1,681,623**	**£1,709,482**	**£1,770,847**
Supplementary Substance Misuse Treatment and Recovery (SSMTR)	£971,527	£1,032,892	£1,094,257
Rough Sleeping Drug and Alcohol Treatment (RSDAT)	£710,096	£676,590	£676,590
Housing Support (if eligible)	n/a	n/a	n/a
Individual Placement and Support (IPS) Oldham & Rochdale	**£228,726**	**£235,171**	**£242,138**
Inpatient Detoxification (consortium lead authority only)	n/a	n/a	n/a

3. Use of the above funding is subject to Planning Documentation and Needs Assessment being signed off and agreed by Office of Health Improvement and Disparities (OHID) by 13th March

2026.

3 Proposed Approach

1. In anticipation of receiving the protected drug and alcohol allocation from OHID for 2026/27, this paper is proposing that the grant funding is accepted and that authority to execute all decisions regarding use of this additional funding is delegated to the Director of Public Health, in consultation with the Cabinet Member for Adult Social Care, Health and Wellbeing.

2. Whilst the Council will hold the funds and the grant agreement with OHID, it is proposed that the budget is allocated to public health, along with the management and reporting mechanisms of the grant spend as required by the DHSC, and that the Director of Public Health has delegated responsibility for this budget and its utilisation, subject to consultation with the Cabinet Member for Adult Social Care, Health and Wellbeing.

3. As per previous years, some of the grant funding will be used to supplement services commissioned by both the Council and external partners and other elements will be used to deliver or support projects and programmes of work undertaken by individual project partners. The Director of Public Health will work with legal, finance and procurement colleagues to ensure the appropriate procedures are followed, and relevant agreements are put in place to support these arrangements. It is recommended that authority be delegated to the Borough Solicitor or their nominee to carry out all necessary legal formalities linked to the utilisation of the grant, including the execution of contracts.

4. In executing the Public Health Grant for drug and alcohol prevention, treatment and recovery on behalf of Oldham, the following activity will be required to be undertaken:
    1. To review the core Specification for commissioned treatment and recovery service and incorporate a revised KPIs framework that includes requirements of Public Health Grant.
    2. Agree a revised staffing model with Turning Point that removes most of the delineations between funding sources for the various teams commissioned under the core contract and Public Health Grant, essentially re-profiling the service delivery offer. This work will be completed in partnership with the Rochdale Public Health Commissioning Team due to the joint commissioning arrangements for Turning Point to deliver treatment and recovery services across Oldham and Rochdale. This will allow us to review the Contract and reflect 3-year allocation for 2026 – 2029 period and work towards embedding a fully integrated Oldham and Rochdale treatment system.
    3. Modifications to existing substance misuse contracts funded by core public health budget (and any associated collaborative commissioning agreements), where provision allows subject to procurement and legal advice, to allow expenditure of the Public Health Grant through the existing contracts to supplement the current provision
        - Approval is sought to review and update any existing substance misuse contracts, whilst modifications are made to allow for use of the Public Health Grant through existing contracts, to ensure that specifications and performance indicators are still fit for purpose and to revise funding envelopes in line with any uplifts (in line with National Insurance changes and inflation) or any change in delivery models. Final sign off of any modifications to be delegated to the Director of Public Health, in consultation with the Cabinet Member or Adult Social Care, Health and Wellbeing and Director of Legal Services
    4. Award contracts or grant agreements – as per the most appropriate process to providers to deliver outcomes against the Public Health Grant conditions which best meet the needs of our residents, as set out in the planning documentation submitted to OHID.
        - Final funding and approval of proposals will be shared with OHID
        - It is proposed that delegated authority is given to the Director of Public Health, in consultation with the Cabinet Member or Adult Social Care, Health and

Wellbeing and Director of Legal Services, to allocate the funding and award the necessary contracts and grant agreements, via the most appropriate procurement route, to ensure the allocations are compliant with the grant conditions.

3 Options/Alternatives

Option A: Accept the Public Health Funding allocations for drug and Alcohol prevention, treatment and recovery and delegate authority to the Director of Public Health, in consultation with the Cabinet Member for Adult Social Care, Health and Wellbeing and the Borough Solicitor or their nominee, to enact all decisions regarding allocation of the funding, as outlined in the report. Further, delegate authority to the Borough Solicitor or their nominee to carry out all legal formalities linked to the enactment of decision regarding the spend of the Public Health Grant.

This is the recommended option because it will ensure that we can continue to improve prevention and early intervention around drugs and alcohol, improve access to treatment and recovery services and improve quality of provision to ensure that Oldham residents receive the best possible support to tackle drug and alcohol related harm, which will in turn improve health outcomes and reduce the number of drug and alcohol related deaths.

Delegated authority to the Director of Public Health, in consultation with the Cabinet Member or Adult Social Care, Health and Wellbeing and the Borough Solicitor or their nominee will ensure that any contractual arrangements in relation to the use of the Public Health Grant can be expedited to ensure that funding is available as soon as possible and impact can be made to improve the health and wellbeing of local residents.

Option B: Do not accept the Public Health Funding allocations for drug and Alcohol prevention, treatment and recovery:

This is not recommended, as investment of grant funding in our current drug and alcohol treatment and recovery offer to date has made a difference in terms of increasing numbers in treatment but more needs to be done to improve quality of treatment provision, and to improve the prevention and recovery offer locally.

Not accepting the allocations in the Public Health Grant will greatly reduce the capacity and effectiveness of Oldham's treatment and recovery provision meaning that fewer residents will be able to access the services and would risk worsening health outcomes and further increasing drug and alcohol related mortality rates in the borough.

It would also mean that staff from services (between 35 – 40 posts), many of whom are Oldham residents, may be made redundant. This will mean a significant increase in caseload sizes in treatment services, reduction in capacity to support increased numbers of residents in treatment and decreased level of support able to be offered across the wider partnership.

We also risk destabilising collaborative commissioning arrangements, inadvertently creating an inequitable offer where residents of Oldham are not able to receive the same level of service as those from other localities accessing the same provision, and reputational risks for not investing in tackling drug and alcohol related harm when additional funding is available and Oldham has poor outcomes, compared to regional and England averages.

4 Preferred Option

4.1 Option A is the recommended option as this will ensure that we are investing all available funding in the borough to address drug and alcohol related harms by improving capacity

and quality of provision and delegating authority will ensure that the funding can be used quickly and effectively, to ensure maximum impact, whilst meeting the associated grant conditions and reporting requirements.

5. Consultation

5.1 This report was submitted and reviewed at Adult Social Care & Health Scrutiny Board on 27th January 2026. Members noted the report and endorsed option A in the recommendations.

5.2 **Financial Implications**

This report seeks approval to accept the 2026/27 Drug and Alcohol Treatment and Recovery Grant (DATRIG) and the Individual Placement and Support (IPS) Grant. It acknowledges the confirmed 12-month funding period for both grants, along with indicative allocations for future years, and proposes that these funds be allocated to Public Health in line with the respective grant conditions.

The report further recommends delegating authority to the Director of Public Health, in consultation with the Cabinet Member for Adult Social Care, Health and Wellbeing, to make all decisions regarding the use of the Drug and Alcohol Treatment Improvement Grant. This includes working with the Borough Solicitor and Director of Finance to vary existing contracts, issue grant agreements, or award contracts as required.

Additionally, authority is delegated to the Borough Solicitor to complete all legal formalities associated with these actions, including the execution of contracts.

Oldham's allocation for the 2026/27 Drug and Alcohol Treatment and Recovery Improvement Grant totals £1,681,623. This funding is divided into two primary streams: Supplementary Substance Misuse Treatment and Recovery (SSMTR) at £971,527 and Rough Sleeping Drug and Alcohol Treatment (RSDAT) at £710,096.

In addition, Oldham will receive £228,726 for the Individual Placement and Support programme, which is delivered jointly with Rochdale.

From 2026/27, the government will simplify several existing public health funding streams by merging DATRIG, IPS, and Stop Smoking supplementary funding into a single Section 31 grant for all Greater Manchester councils. This change is intended to streamline administration and create a more cohesive funding approach across the region.

The new Section 31 grant will operate alongside the main Public Health Grant, which continues to be delivered through the business rate retention system. Despite this consolidation, all DATRIG funding will remain conditional on councils maintaining their current level of investment from the core Public Health Settlement, ensuring that no disinvestment occurs as a result of the new funding structure.

Please refer to the table in paragraph 2.2 for a full breakdown of the 2026/27 funding allocations and the indicative allocations for 2027/28 and 2028/29.

(Matthew Kearns – Finance Manager)

Legal Implications

The Council has the legal power to accept the Drug and Alcohol Treatment and Recovery Improvement Grant (DATRIG) and to delegate authority as proposed within this Report.

Any variation to existing contracts, award of new contracts or issue of grant agreements arising from the utilisation of this funding must be undertaken in accordance with the Council's Contract Procedure Rules and applicable procurement legislation. This report does not approve or pre-empt any specific procurement route, contract modification, supplier appointment or contractual commitment.

Responsibility for identifying, selecting and justifying the appropriate procurement route rests with the Service, supported by the Procurement function. This includes responsibility for determining whether proposed expenditure is properly classified as a grant or a contract, whether reliance can lawfully be placed on modification of existing contractual arrangements and whether any proposed changes fall within the scope, value, duration and risk parameters permitted under procurement law.

Where modifications to existing contracts are proposed, these must be supported by a clear and robust procurement justification addressing the nature and extent of the proposed changes, their cumulative value and duration, and the associated procurement risk. Legal and procurement advice will be obtained at the point specific proposals are brought forward for approval, prior to any contractual commitment being made.

The delegation framework set out in this report enables future decisions to be taken efficiently but does not displace the requirement for the Service and Procurement to ensure that all decisions taken under that delegation are lawful, compliant and appropriately justified.

Sukhdeep Kaur
Commercial and Procurement Solicitor
29.12.25

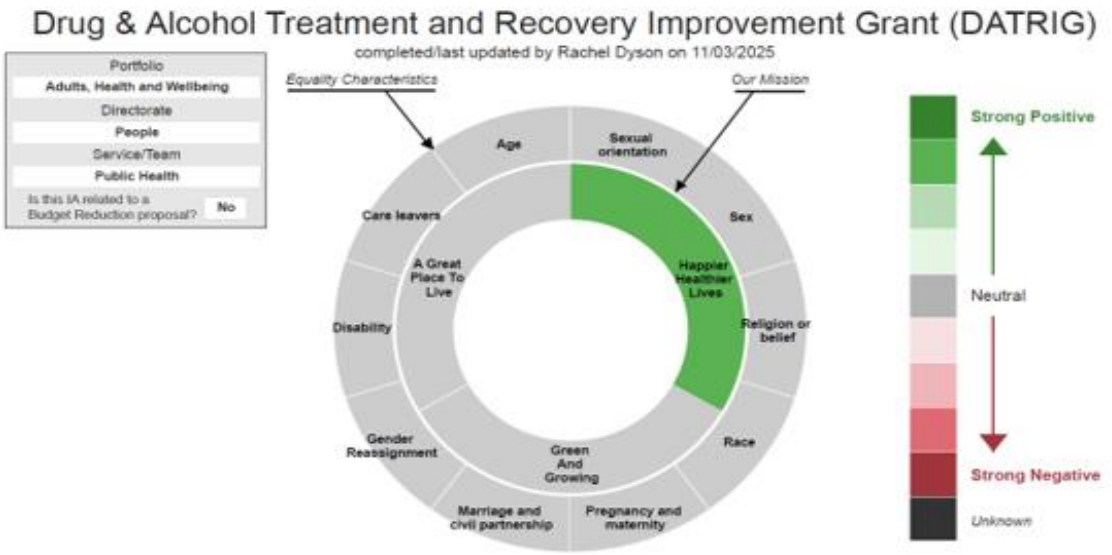
5.3 **Procurement Implications**

There are no concerns with accepting grant money into the council. Once grant money has been received by the council then it becomes council money, so how that is utilised is subject to the council's internal requirements such as the CPRs. If the money is awarded to providers as a grant, then there are no procurement implications, however Subsidy Control may need to be considered. A grant does not require the grantee to deliver any services or goods and therefore does not constitute a contract for services. If a contract is required then spend would need to be compliant with the CPRs. The business unit should seek support and guidance from CPU for any spend over £30k (inc VAT) that is not issued as a grant.

James England
Procurement Manager
02.01.25

6 Equality Impact, including implications for Children and Young People

6.1 Yes



Key Decision

7.1 Yes

8 Key Decision Reference

8.1 HSC-17-25

Background Papers

9.1 None

10 Appendices

10.1 none

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Report to CABINET

Oldham Strategy - Giving every child the best start in life

Portfolio Holder:
Councillor Shaid Mushtaq, Cabinet Member for Children and Young People

Officer Contact: Julie Daniels, Executive Director for Children and Young People

Report Author: Ryan Rothery, Family Hubs Programme Manager
Email: ryan.rothery@oldham.gov.uk

23 February 2026

Reason for Decision

The purpose of the report is to seek Cabinet's agreement to:

- accept the funding allocated to Oldham by the Department for Education (DfE) and the Department of Health & Social Care (DHSC) for delivery of years 5-7 of the Best Start in Life Family Hubs and Healthy Babies Programme (formerly the Family Hub and Start for Life Programme)
- delegate decision-making authority for the detailed allocation of this funding to the Executive Director Children and Young People in consultation with the Cabinet Member for Children and Young People and Director of Finance, with the input of partners through the Family Hubs Board
- approve the attached Best Start in Life delivery plan for Oldham, submit this to the DfE and publish it on the Council website before the deadline of 31 March 2026 in accordance with national guidance.

Recommendations

It is recommended that Cabinet:

- Approve acceptance of the £5,633,300 funding allocated to Oldham for 2026/27 by the Department for Education (DfE) and the Department of Health & Social Care (DHSC) for delivery of years 5-7 of the Best Start in Life Family Hubs and Healthy Babies Programme (formerly the Family Hub and Start for Life Programme)
- Approve delegation of authority for the detailed allocation of this funding to the Executive Director Children and Young People in consultation with the Cabinet Member for Children and Young People and Director of Finance, with the input of partners through the Family Hubs Board
- Approve the attached Best Start in Life delivery plan for Oldham, and that this be submitted to the DfE and published before the deadline of 31 March 2026 in accordance with national guidance.

1 Background

1.1 Oldham is committed to ensuring that every child has the strongest possible start in life, recognising that the foundations for lifelong health, learning and development are laid in the earliest years. This ambition directly reflects the priorities set out in Oldham's Corporate Plan, which positions *Healthier, Happier Lives* as a core goal for the borough. The Best Start Family Hubs and Healthy Babies programme is a key mechanism through which Oldham will deliver on this ambition, ensuring children and families receive the right support at the right time.

As we move towards the national launch of Best Start Family Hubs and Healthy Babies programme from April 2026, it is essential that Oldham can clearly demonstrate how it is preparing to deliver a high-quality, integrated early years offer. This preparation aligns strongly with the Corporate Plan's four organisational pillars:

- Efficiency and value for money: The programme's multi-year investment will be used to maximise impact across the system, ensuring resources are targeted where they make the greatest difference
- Capacity building: Funding will strengthen local infrastructure, workforce capability and partnership arrangements, supporting sustainable delivery now and in future years
- Digital: the development of a more integrated early years system will rely on improved data, digital tools and shared intelligence to understand need and track outcomes
- Prevention and early help: the programme is fundamentally preventative, reducing demand on statutory services by supporting families earlier and more effectively

Together, these pillars provide the organisational conditions needed for Oldham to deliver a responsive and outcomes focused early years system.

1.2 Programme Investment

Annual allocations for the Best Start Family Hubs and Healthy Babies programme are as follows:

	2026/27	2027/28	2028/29	Total
Delivery Grant - programme	£496,300	£405,800	£416,700	£1,318,800
Delivery Grant - capital	£99,300	£101,200	£103,200	£303,700
Parenting Support	£342,700	£347,000	£362,200	£1,051,900
Home Learning Environment	£258,500	£261,700	£273,200	£793,400
Perinatal Mental Health / Parent-Infant Relationships	£460,100	£460,100	£460,100	£1,380,300
Infant Feeding	£235,700	£235,700	£235,700	£707,100
Start for Life / Parent Carer Panels	£26,200	£26,200	£26,200	£78,600
Total	£1,918,800	£1,837,700	£1,877,300	£5,633,300

The investment will support:

- Delivery of Best Start Family Hubs and Healthy Babies programme
- Development and implementation of Oldham's Best Start Local Plan
- Delivery of core services, including evidence-based parenting and home learning environment support interventions

1.3 Contribution to Corporate Priorities

The programme will make a direct contribution to the Corporate Plan's three overarching goals:

- Healthier, Happier Lives: By improving early childhood development, strengthening parent-infant relationships and supporting perinatal mental health
- A Great Place to Live: By ensuring families can access high-quality, joined-up support in their local communities
- Green and Growing: By building resilient, thriving communities where children are supported to reach their potential and contribute to Oldham's long-term prosperity

1.4 Local Targets and System Leadership

The programme is central to Oldham's contribution to the national ambition of 75% of children achieving a Good Level of Development (GLD) by 2028. Oldham's statutory local targets have now been agreed:

- 72.6% of all children achieving a GLD
- 61.8% of all children eligible for free schools meals achieving a GLD

Achieving these outcomes will require a coordinated, system-wide approach across health, education and community services, fully aligned with the Corporate Plan's emphasis on strong leadership, partnership working and continuous improvement.

2 Current Position

2.1 The programme team have undertaken substantial preparatory work in anticipation of the national launch of Best Start Family Hubs and Healthy Babies from April 2026. Partners from across health, education, early years and the VCSE sector are engaged and supportive of developing a boroughwide approach, and there is a shared recognition of the scale of change required to meet Oldham's statutory GLD targets for 2028 (72.6% overall; 61.8% FSM).

A substantial amount of groundwork has already taken place, both in preparation for the launch of BSiL and through the ongoing Family Hubs and Start for Life programme. Work has begun to map existing Family Help pathways, strengthen multi-agency working within Family Hubs, and develop district-level sufficiency and demand profiles. Early discussions are also underway to align governance structures, agree shared outcomes and KPIs, and establish the data-sharing arrangements needed to support integrated delivery across the system.

A Best Start in Life Strategic and Operational Plan has now been developed to bring this work together into a single, coherent framework. The plan sets out a phased delivery model, including the establishment of core system foundations and district-level piloting to test new approaches to outreach, early identification, attendance monitoring, Early Years Pupil Premium (EYPP) uptake and integrated working. Preparatory scoping for district pilots is underway, but implementation cannot begin until the plan is formally approved.

At this stage, planning is ready to move into structured delivery but requires Cabinet approval to proceed. Approval of the plan will provide the mandate needed to align partners, mobilise resources, and begin Stage 1 implementation, ensuring Oldham can demonstrate readiness for the national programme and make progress towards its statutory GLD targets.

Delivery of the plan will be driven through a multi-agency Best Start in Life Board, co-chaired by the Directors of Children's Social Care and Early Help and the Director of Education and Early Years, overseen by the Prevention and Early Help Pillar Change Board chaired by the Deputy Chief Executive (People). The Best Start in Life Board will replace the existing Family Hubs Board by bringing together governance around the Family Hubs and Early Years strands of the Best Start in Life programme. It will also enable delivery to be co-ordinated with inter-connected activity such as the Families First Partnership Programme.

3 Options/Alternatives

3.1 **Option One:** To approve the Best Start in Life plan and the delegated authority required to manage the Best Start Family Hubs and Healthy Babies grant funding for 2026–2029.

3.2 **Option Two:** Not to approve the Best Start in Life plan and the delegated authority for managing the Best Start Family Hubs and Healthy Babies grant funding for 2026–2029.

4 Preferred Option

4.1 Option One: to approve the Best Start in Life plan and the delegated authority required to manage the Best Start Family Hubs and Healthy Babies grant funding for 2026–2029. This approach provides the strongest and most efficient route forward, ensuring Oldham meets

the DfE publication deadline of 31 March 2026 and is able to move into structured delivery without delay.

Approval will give the programme a clear mandate, enabling partners to align activity, mobilise resources and begin Stage 1 implementation, including the district pilots and the development of core system infrastructure. This will support Oldham's readiness for the national launch in April 2026 and maintain momentum towards achieving the statutory GLD targets.

The decision is within the Council's existing budget and policy framework, and no additional Council approval is required beyond Cabinet agreement.

There is a risk that by not approving progression of the Best Start in Life plan and delegated authority, publication could miss the DfE deadline of 31 March 2026 and programme delivery could be delayed due to prolonged budget-approval processes.

5 Consultation

5.1 The plan has been discussed with the multi-agency Family Hubs Board, Chaired by the Director of Children's Social Care and Early Help. Regular consultation and co-production is completed by Family Hub Parent Panels.

6 Financial Implications

6.1 The report is seeking approval to formally accept the funding allocated to Oldham by the Department for Education (DfE) and the Department of Health & Social Care (DHSC) for delivery of years 5 to 7 of the Best Start in Life Family Hubs and Healthy Babies Programme (formerly the Family Hub and Start for Life Programme), for the three financial years 2026/27 to 2028/29, with a total value of £5,633,300. The annual allocations are summarised in the table below, with a detailed breakdown of the components of the grant being provided at section 1.2 in the main body of the report:

Grant Allocation	2026/27	2027/28	2028/29	Total
Total	£1,918,800	£1,837,700	£1,877,300	£5,633,300

6.2 The report also seeks approval to delegate decision-making authority for the detailed allocation of the funding to the Executive Director Children and Young People in consultation with the Cabinet Member for Children and Young People and Director of Finance, with the input of partners through the Best Start in Life Board and, in accordance with national requirements, to submit the Best Start in Life delivery plan for Oldham to the DfE before the deadline of 31 March 2026 and to publish this on the Council website. Delivery of the plan is overseen by the Family Hubs Board and is subject to rigorous monitoring by the Council, encompassing both service performance and financial compliance. Regular engagement with the Department for Education ensures that all activities remain within the agreed scope and budget throughout the programme's duration.

Andy Cooper, Senior Finance Manager

7 Legal and Procurement Implications

7.1 The council may lawfully accept the grant funding on the basis that the council proposes to allocate funds in line with the objects of the government's programme. The Strategic Plan includes the Operational Plan which indicates there will be a variety of delivery routes. These will include using funds in procurement requiring varying existing contracts or making direct awards all for which individual legal assessments shall be required as to lawfulness, though we do not anticipate legal obstacles being identified. Where onwards grants are made these would require State Subsidy assessments if to external enterprises. Bryan Boese Solicitor Oldham Council.

8. Procurement Implications

8.1 Included above.

9 Equality Impact, including implications for Children and Young People

9.1 The Best Start in Life Plan will deliver improved outcomes for children and young people. There are no adverse implications for groups with any protected characteristic.

10 Key Decision

10.1 Yes

11 Key Decision Reference

11.1 CHS-04-25

12 Background Papers

12.1 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:

None

13 Appendices

13.1 Appendix A: Oldham Best Start in Life Strategic and Operational Plan

Appendix 1

Oldham Best Start in Life Strategic Plan

1. Executive Summary

Purpose of the Plan

This plan sets out Oldham's approach to delivering the Department for Education's Best Start in Life (BSiL) ambition. It brings together the work already underway across the borough to strengthen early childhood outcomes and sets a clear, systemwide strategy for improving the factors that contribute to a Good Level of Development (GLD) at age five.

Oldham has significant levels of poverty and inequality, but it also has a strong, committed workforce and a shared determination across partners to improve outcomes for all children. This plan outlines how we will build on these strengths to break cycles of disadvantage and ensure every child has the foundations for lifelong health, learning, and wellbeing.

National Ambition and Local Responsibility

The national ambition for 75% of children to achieve a GLD by 2028 provides the framework within which local authorities must act. Achieving this ambition requires local systems to address the structural and social barriers that affect children's development, particularly in areas with high deprivation.
Local authorities are responsible for:

- Leading strategic planning across the early years system
- Ensuring access to high-quality education and childcare
- Commissioning and coordinating family support
- Driving improvements in early years practice and workforce capability
- Working collaboratively with health, education, and the Voluntary, Community and Social Enterprise sector

In Oldham, this responsibility includes convening partners, aligning ambitions, and embedding BSiL as a boroughwide priority.

Oldham's Statutory GLD Targets

This plan sets out Oldham's approach through to 2029, providing a clear, long-term framework for system improvement while working towards the statutory 2028 GLD targets set within the national ambition.
Oldham must meet two statutory targets by 2028:

- 72.6% of all children achieving a Good Level of Development

- 61.8% of children eligible for free school meals achieving a Good Level of Development

Meeting these targets will require coordinated action across the whole system. This plan outlines how Oldham will mobilise partners, align resources, and strengthen early years pathways to meet the 2028 targets while sustaining progress into 2029 and beyond.

Key Priorities

Oldham's Best Start in Life plan is structured around three national priority areas:

1. Better support for families
2. More accessible early education and childcare
3 Improving quality in early years, including Reception

These priorities shape the actions, governance, and workforce development set out in this document.

What Will Be Different for Families by 2029

By 2029, families in Oldham will experience:
- Earlier, more joined-up support from pregnancy to age five
- Improved access to high quality early education and childcare
- More consistent, confident early years practice across all settings
- Clearer pathways, stronger relationships, and reduced inequalities

Our ambition is that more children enter school ready to learn, ready to engage, and ready to succeed.

2. Introduction and National Context

Overview of the BSiL Programme

The DfE BSiL programme sets a national direction for improving early childhood outcomes. It focuses on strengthening support for families, improving access to early education and childcare, and raising the quality of early years provision. The programme recognises that the first five years are critical for shaping lifelong outcomes and that reducing inequalities in these early experiences is essential for improving population-level health, learning, and wellbeing.

Funding and System Alignment

Delivery of the BSiL ambition is underpinned by the Family Hubs and Start for Life programme, which has received increased investment and a confirmed three-year funding

allocation. The programme is now being rebranded nationally as *Best Start Family Hubs and Healthy Babies*, reflecting its strengthened focus on early childhood and infant wellbeing.

While this funding is a key enabler, BSiL is not a standalone programme. Its success depends on coordinated contributions from a range of partners (including early years providers and schools, health partners such as midwifery, health visitors and speech and language specialists and voluntary, community, faith and social enterprise sector organisations) as well as alignment with other complementary national and regional programmes:

- Families First Partnership which is a national programme of reform of family help and children's safeguarding arrangements;
- Live Well which is a Greater Manchester programme aiming to deliver great everyday support in every neighbourhood, through a shift in how public services work with people and communities.

Viewing BSiL as a system-wide priority ensures that investment, workforce capability, and service transformation are aligned across the whole early years landscape, not confined to Family Hubs alone.

Oldham's Vision for BSiL

'Every child in Oldham grows up healthy, happy and ready to learn, supported by services that give families the right help at the right time, so every child gets the best possible start in life'

Governance

This plan will report into the Best Start in Life Board (formerly the Family Hubs Board) for oversight and accountability, with clear accountability to the Director of Education and the Director for Children's Social Care and Early Help, and will also feed into the relevant governance channels across education and early help.

3. Overview of the Delivery Approach

Oldham's BSiL programme sets out a clear, phased roadmap to strengthen the early years system, improve access to early education, and enhance the quality of provision.

The delivery model is structured into three stages:

- Stage 1 – Foundations and Boroughwide Test-and Learn
- Stage 2 – Embedding and Expansion
- Stage 3 – Scale Up and Sustainability

Each stage builds on the previous one, ensuring that Oldham strengthens its system infrastructure, develops its workforce, and improves pathways before expanding delivery.

4. Stage 1 – Foundations and Boroughwide Test-and-Learn (April 2026 – January 2027)

Stage 1 establishes the essential building blocks of a coherent early years system. It focuses on shared principles, pathway mapping, early identification, communication, data foundations, alongside the introduction of a boroughwide test-and-learn model to trial and refine new approaches across all districts. This ensures that improvements are implemented at pace, learning is captured quickly, and effective practice is spread consistently across the system.

4.1 Strengthening Family Help and Early Identification

The first priority is to create a shared, consistent approach to Family Help across the early years system. This begins with defining 'The Oldham Way' - a set of shared principles, language and expectations that all partners will use when working with families.

Mapping Family Help pathways from pregnancy to age five will identify duplication, gaps and opportunities to streamline support. This work will shape Oldham's early years model with a clear focus on strengthening the universal offer of preventative family help. Working in partnership with the Families First programme will ensure that families can access appropriate support and intervention across the full spectrum of need, from universal to targeted and specialist.

Targeted information for families will be developed, particularly around parenting, special educational needs and disabilities (SEND)END, speech delay, child development and early learning. This will help reduce anxiety, improve parental understanding and confidence, and support early help-seeking.

Strengthening the antenatal - health visiting - Family Hub pathway will ensure smooth transitions, continuity of support and earlier identification of emerging needs, complementing Greater Manchester Combined Authority's focus on prevention and early intervention.

4.2 Boroughwide Test-and-Learn Model

Oldham will adopt a boroughwide test-and-learn model to strengthen Family Help, improve access to early education, and enhance integrated working across the early years system. All districts will implement the same core components from the outset, with flexibility to adapt approaches based on local need. Learning will be captured through rapid review cycles and used to refine delivery across the system.

This approach enables Oldham to make progress at pace, ensure consistency for families, and spread effective practice quickly across the borough.

What the test-and-learn model will focus on

1. Assertive outreach model (utilising Ages and Stages Questionnaire data and other existing datasets)
2. Integrated district meetings
3. Attendance monitoring in Private, Voluntary, and Independent settings
4. EYPP identification and use
5. Birth rate mapping
6. Early identification pathways

How learning will be captured and used

- Engagement rates
- Attendance improvements
- EYPP take-up
- Family Hub engagement
- Family Hub interventions
- Early identification outcomes
- GLD trajectory data
- Qualitative feedback from families and practitioners

Insights from these reviews will inform continuous improvement across all districts, ensuring that Oldham's early years system evolves in real time and remains responsive to local need.

4.3 Improving Access to Early Education and Childcare

District-level sufficiency and demand profiling will identify gaps in provision. Multilingual, plain-English information will be developed to support families' understanding of entitlements.

A simple tracking system will compare eligibility with actual take-up, enabling targeted follow-up with families who are not engaging. Existing work with schools to improve Reception attendance will be scaled up, with a particular focus on children whose attendance falls below 90%. Options for more intensive, targeted interventions for pupils with attendance below 50% will be explored later in the programme. Alongside this, a new pilot will begin to capture and monitor attendance in PVI settings, strengthening our understanding of patterns across the whole early years sector.

Birth rate mapping will be used to identify children not accessing any early years provision, enabling targeted and assertive outreach.

4.4 Workforce and Quality Foundations

Work will begin to explore how potential initiatives on toilet training and school readiness could be developed, including assessing their feasibility, design and likely impact within target settings. This scoping activity will inform whether and how these initiatives should be taken forward as part of the wider early years offer.

This work will lay the foundations for an Oldham Early Years Workforce Strategy. Identified in stage 3 of this plan and building on the GMCA Competency Framework.

4.5 Data, Governance and System Leadership

Stage 1 will establish the foundations for a strong performance and governance framework. This includes agreeing shared outcomes and key performance indicators (KPI's)PI's, implementing data sharing agreements, developing district-level profiles of needs and assets, and embedding regular reporting cycles to the BSiL Board.

Work will begin on the BSiL Dashboard to support reporting and accountability, which will bring together data on GLD, attendance, mandated checks, Family Hub engagement and early identification and intervention.

5. Stage 2 – Embedding and Expansion (February 2027 – March 2029)

Stage 2 focuses on embedding consistent practice across Oldham, informed by learning from the boroughwide test-and-learn activity delivered in stage 1.

5.1 Family Help and Early Identification

The system will focus on strengthening universal early intervention across the early years pathway, ensuring families receive support at the earlier opportunity. This work will remain closely connected to the emerging 'One Plan, One Approach' developments within the Families First programme, maintaining alignment and awareness so that universal activity complements the wider model for targeted and specialist family help.

Family Hubs teams will be supported to meet mandated checks and link families to support earlier. A multilingual digital offer will be developed, including QR code pathways, social media content and online resources, with offline alternatives for families experiencing digital exclusion.

This stage will also begin working on a consistent approach to early identification, ensuring that SEND and developmental concerns around communication are picked up earlier and responded to through coordinated Family Help.

5.2 Access to Early Education and Childcare

A boroughwide strategy will be developed to close the gap between eligibility and take-up of entitlements. This will include targeted and assertive outreach, improved communication across partners, and closer working with PVIs and schools.

SEND navigation will be improved through closer working between Local Inclusion Support Officers SEND Practitioners and Oldham's Better Communication Team, supporting parents to understand and accept emerging needs. Work will also begin to address transport and access barriers, including exploring flexible hours and extended provision within Family Hubs.

5.3 Workforce and Quality

A coordinated training offer will be developed to build shared knowledge and understanding across Oldham's workforce. Its delivery and impact will be strengthened through the early years workforce strategies set out in stage 3 of this plan.

This stage will also develop and build on existing best practice forums and support settings to improve transitions into school.

5.4 Data and Governance

The BSiL Dashboard will be launched, enabling real-time monitoring of progress. Governance structures across Family Hubs, Early Years Boards and Section 75 arrangements will be aligned to reduce duplication and clarify decision-making.

This stage will also embed district-level performance reviews, ensuring that local intelligence informs boroughwide strategy.

6. Stage 3 – Boroughwide Scale Up and Sustainability (October 2027 – March 2029)

Stage 3 focuses on boroughwide implementation and long-term sustainability.

6.1 Family Help

The focus will be on strengthening universal early intervention across all districts, ensuring families receive support at the earliest opportunity. This work will remain closely connected to the emerging 'One Plan, One Approach' developments within the Families First partnership, maintaining alignment without duplicating activity. Assertive outreach will continue to be a key feature, with targeted attention on neighbourhoods experiencing the highest levels of deprivation so that families who are least likely to engage receive proactive, timely support.

6.2 Access to Early Education and Childcare

Where sufficiency gaps are identified, work will begin to develop new nursery places in school-based and community settings in line with DfE guidance to be announced in 2026. Building on the earlier pilot attendance monitoring across PVIs and schools will be scaled up with sustained outreach continuing to families not accessing provision.

6.3 Workforce and Quality

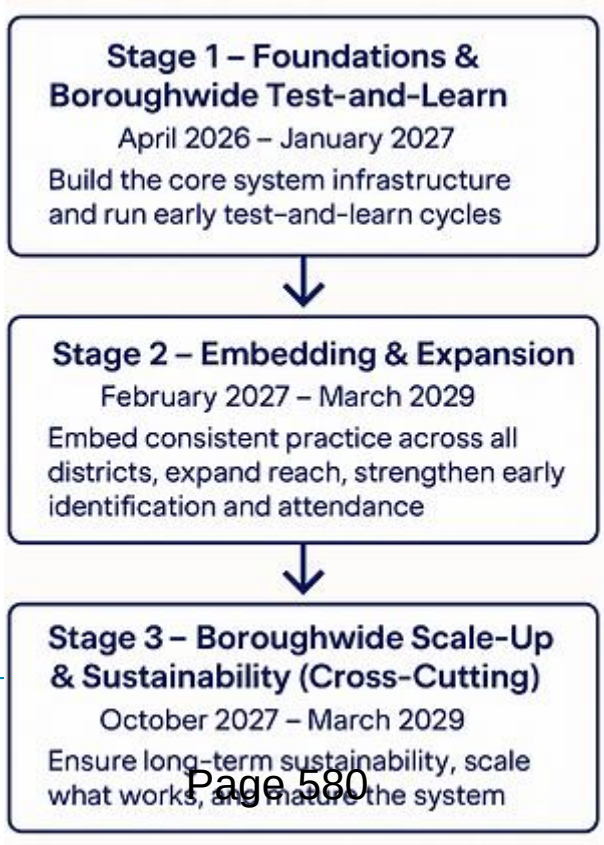
A full Early Years Workforce Strategy will be co-produced, setting out a shared vision for skills, training, recruitment and retention. A recommended suite of online training options will be developed, and a retention and recognition plan will be implemented to support workforce stability.

6.4 Data and Governance

Data will be used to drive continuous improvement, highlight areas that are off-track and inform where support is targeted. As richer data becomes available, and in line with DfE's test-and-learn approach, our targeting will adapt in real time to emerging needs and insights.

7. Programme Timeline

The diagram below brings the full delivery timeline together, showing how the phases connect, where they overlap, and how learning feeds forward into the next stage. It provides a clear view of the overall flow of the programme, the timing, duration and purpose of each phase, and supports a shared understanding of how the system will move from mobilisation to boroughwide impact. A more detailed breakdown of the timeline is available in the appendix.



8. Evidence-Based Interventions

Oldham will scale three core Evidence-Based Interventions (EBIs) with strong evidence of impact:

Making it REAL

- The programme is currently delivered in Oldham schools, with 72% of participating children achieving GLD and 90% of parents reporting increased confidence, knowledge and ability to support early reading and writing at home.
- Delivery in schools will be expanded from the 2026/27 academic year, supported by a newly trained cohort of trainers working alongside school staff. Expansion will prioritise outreach to children most in need, particularly those in communities we have not yet reached or who face barriers to accessing early years provision.
- This approach ensures that expansion is not only about increasing numbers, but also about improving equity and directing support where it will have the greatest impact.
- A new cohort of Quality and Vulnerable Children Practitioners will be trained to deliver Making it REAL in PVI settings, strengthening early literacy and improving school readiness for transition into Reception.

Togetherness (formerly Solihull)

- Togetherness provides an evidence-based framework that strengthens practitioners' understanding of children's emotional development, behaviour, and relationships, supporting more consistent and trauma-informed practice across Oldham's early years system.
- Training PVI staff in Togetherness will build workforce confidence and capability, improve early identification and early intervention, and enhance the quality of relationships with families - directly supporting BSiL priorities around early help, quality improvement, workforce development, and improved outcomes from conception to age five.
- A system-wide process will identify colleagues best placed to train as Togetherness facilitators, ensuring representation from a range of teams so that BSIL principles are embedded consistently across services.
- Capacity will be scaled up from the current two trainers to a cohort of six to eight, achieved by freeing capacity within existing roles rather than creating new posts. Although capacity is a challenge, this approach demonstrates system commitment and enables sustainable delivery at scale.

Triple P

- Triple P is an evidence-based parenting programme that supports families to build confidence, strengthen relationships, and develop positive strategies to manage children's behaviour and emotional development. It contributes directly to Best Start in Life priorities around early help, family support, and improving outcomes from conception to age five.
- Triple P is currently delivered across Oldham's early years system, providing consistent, strengths-based support for families and helping to reduce escalation of need through early intervention.

- During 2024/25, the programme supported around 190 parents and carers, with strong engagement and positive feedback on improved confidence, understanding and home routines.
- We are now looking to increase reach, with a focus on engaging families who may not currently access parenting support, including those in communities with lower take-up or who face barriers to early years provision. This ensures expansion is focused on equity, impact and strengthening early relationships.

Strengthening Parental Confidence Through Play-Based Learning

In addition to these established evidence-based programmes, Oldham will also explore and agree a further intervention focused on strengthening the skills and confidence of parents in supporting their children's development through play. This work will build on existing strengths within the system and respond to feedback from families and practitioners about the importance of play-based learning in the early years. The intervention will be co-designed with partners to ensure it is accessible, culturally relevant and aligned with Oldham's wider BSiL priorities, with a particular focus on supporting families who may benefit most from additional guidance and encouragement.

9. Monitoring and Performance

A new BSiL Dashboard will track:

- GLD outcomes
- Free School Meals GLD differentials in relation to whether children receive free school meals, gender and ethnicity
- Take-up of entitlements
- Mandated checks
- Family Hub engagement
- Family Hub interventions
- Workforce training

Quarterly reporting will be provided to the BSiL Board, with district level reviews and an annual refresh of the plan.

10. Summary

This plan provides a clear, coherent and achievable roadmap for delivering Oldham's BSiL local plans. It strengthens system leadership, ensures families receive the right help at the right time, and aligns with wider reforms.

It is ambitious but grounded in evidence, and it reflects Oldham's commitment to giving every child the best possible start.

Appendix: Oldham Best Start in Life Operational Plan

This operational plan provides the detailed delivery framework that underpins Oldham's BSiL Strategic Plan. It is intended for internal planning and coordination across partners, setting out the practical actions, responsibilities and sequencing required to deliver the ambitions agreed at a strategic level. By presenting this alongside the strategic plan, Oldham can demonstrate both a clear vision and a credible, phased approach to implementation.

The plan is deliberately iterative. In line with Department for Education guidance, operational delivery will continue to evolve as new data, insight and learning emerge, particularly from the boroughwide test-and-learn approach, strengthened performance reporting, and improved early identification pathways. Some areas of the plan are already well developed, while others will mature over time as the system builds capability, tests new approaches and refines its targeting. This ensures that Oldham's delivery model remains responsive, evidence-informed and focused on achieving the statutory GLD targets by 2028 and sustaining progress into 2029 and beyond.

Delivery of the operational plan will build on a mix of existing internal arrangements and externally commissioned activity already in place within the Family Hubs and Start for Life programme. Several elements of the current model are delivered through contracts that have recently been extended, or are in the process of being extended, to ensure continuity while the system prepares for a more coordinated and well-sequenced recommissioning process. These extensions support us to align delivery timelines, strengthen specifications, and move towards a more organised tendering approach across the early years system. Additional activity continues to be delivered through established partnership arrangements, including those operating under the Section 75 agreement. As the commissioning landscape evolves, future iterations of the plan will set out where onward grants or new procurement activity are required, providing clarity for Procurement and Legal colleagues and supporting a smooth transition to the next phase of delivery.

Stage 1

Theme	Step/Action	Purpose/Outcome	Lead/Key Partners
Family Help	Agree and define the “Oldham Way” for BSiL (shared principles, language, and core offer).	Create a consistent, system-wide approach and message for families and professionals.	System wide: LA Early Years, Public Health, NHS, VCSE, Comms
Family Help	Map current family support pathways from pregnancy to age 5 (incl. midwives, HVs, hubs, SEND, PVIs, school).	Identify gaps, overlaps, and opportunities for “one assessment, one plan” and smoother transitions	System wide: LA, NHS, PVIs, Schools, VCSE
Family Help	Design targeted information/resources on ADHD, speech delay, child development for families.	Improve parental understanding and reduce anxiety/delay in seeking support.	Public Health, SEND, BCT, Comms
Access & Childcare	Complete detailed district-level sufficiency and demand profiling	Understand where provision and access gaps are, to target action.	LA EY, Planning, Housing, Providers
Access & Childcare	Develop multi-lingual, plain English information about entitlements and where to get support.	Make the offer understandable and accessible to all families.	Comms, LA EY, VCSE
Access & Childcare	Build a simple tracking system for children eligible vs. actually taking up places.	Allow targeted follow-up with non-engaging families.	Data team, LA EY

Theme	Step/Action	Purpose/Outcome	Lead/Key Partners
Data & Governance	Agree core BSIL outcomes and KPIs across partners (health, EY, hubs, VCSE, housing).	Create a shared accountability framework for Best Start.	BSIL Board, All partners
Data & Governance	Agree and implement data sharing agreements and processes where necessary	Allow safe, lawful, and useful data sharing between agencies.	IG leads, Legal, Data team
Data & Governance	Complete district-level profiles using shared data (need, assets, provision, Family Hubs DPIA).	Inform targeted outreach, sufficiency, and workforce planning.	Data team, District leads
Data & Governance	Embed regular performance reporting cycles to BSIL Board and key partnerships.	Keep progress visible and adjust course where needed.	Programme Manager, BSIL Board
Data & Governance	Review and align existing governance (Family Hubs, Section 75, EY boards) with BSIL.	Reduce duplication and clarify decision-making.	Senior leaders, Governance
Data & Governance	Support Family Hub teams to act on ASQ data identifying children not accessing settings, initially targeting 2-2.5 ASQ cohort for 2028 GLD	Make outreach and messaging more targeted and effective, supporting outreach teams with data	Data team, Family Hubs, LA EY

Stage 1 – Boroughwide Test-and-Learn

Theme	Step/Action	Purpose/Outcome	Lead/Key Partners
Family Help	Co-design with partners an assertive outreach model (door-knocking, targeted offers, literacy champions).	Reach families we aren't reaching and increase engagement in hubs and early education.	Family Hubs, VCSE, Community orgs
Family Help	Strengthen antenatal pathway: midwife → HV → Family Hub transition	Ensure support starts pre-birth and families experience continuity.	Maternity, HV, Family Hubs
Family Help	Set up regular multi-agency district meetings around each Family Hub.	Enable integrated district delivery and local problem-solving.	LA, NHS, VCSE, Schools
Family Help	Create an approach for involving wider carers (grandparents, siblings) in messages and workshops.	Extend reach of safeguarding and early learning messages.	Family Hubs, VCSE, Schools
Family Help	Establish outreach and community-based enrolment/support sessions (in hubs, libraries, community centres).	Make it easier for families to apply and ask questions locally.	Family Hubs, PVIs, VCSE, District co-ordinators
Access & Childcare	Identify and address transport/access barriers (e.g. local travel schemes, clustering provision, flexible hours).	Reduce practical barriers to children attending provision.	LA Transport, EY, Providers
Access & Childcare	• Identify children with 90% or lower attendance in school-based nurseries • Pilot attendance monitoring in PVI settings requesting at same time as sufficiency/census data	• Improve early years attendance • Strengthen school readiness and early identification of needs • Reduce risk of children missing key developmental opportunities	LA Early Years Team School-based nurseries PVI settings Family Hubs

	• Provide targeted support to families	• Build on learning gathered through pilot in South Oldham starting in Jan 2026	
Access & Childcare	• Establish a working group with sector reps • Create simple guidance for settings and parents • Improve identification and communication of EYPP eligibility	• Increase EYPP take-up • Ensure children receive the additional support they are entitled to • Strengthen equity across early years provision	LA Early Years Team PVI and school settings Sector representatives Comms / Family Hubs
Quality & Workforce	Work with partners to understand the shared benefits of increasing EYPP uptake to support both the PVI sector and GLD	Establish partnership approach to increasing uptake of EYPP and reporting into LA to support sustained development	LA Early Years Team PVI and school settings Sector representatives
Access & Childcare	• Map annual birth rate (~3,300) against early years attendance • Identify children not accessing any provision • Target outreach through Family Hubs and partners	• Reach families who may be isolated or vulnerable • Increase early engagement in early years provision • Support early identification and intervention	LA Early Years Team Public Health Family Hubs Health Visiting & Midwifery
Data & Governance	Design and build the BSIL dashboard (GLD, take-up, EYPP, hub engagement, health checks).	Enable regular tracking and transparent reporting.	Data team, LA EY, NHS
Family Help	Review existing analytical data on the current use of Oldham's digital offer, working with professionals	Increase uptake of Oldham's existing digital offer, reaching families we are not currently	LA EY, NHS, Family Hubs, Positive Steps

	across the sector to ensure consistent understanding and messaging around digital options, and with families to ensure information is relevant and accessible	reaching to support development from conception to 5	

Stage 1 – Evidence-based Interventions (EBIs)

EBI	Rationale	Plans
The Solihull Approach/Togetherness	The Solihull Approach is an evidence-based framework that helps practitioners understand children's emotional development, behaviour, and relationships. Training PVI staff in the Solihull Approach will strengthen Oldham's early years workforce, support trauma-informed and consistent practice across the system, improve early identification and early intervention, and enhance relationships with families. This directly supports Best Start in Life priorities around early help, quality improvement, workforce development, and improving outcomes for children from conception to age five.	• Work across the system to identify colleagues best placed to be trained in delivery of Solihull – these colleagues should come from a range of teams to demonstrate alignment of priorities and embed BSIL practices system wide • Scaling up current provision from 2 trainers to between 6-8, with capacity freed up within existing roles as opposed to new positions created. Capacity is a challenge but this will demonstrate commitment from the system

Making it Real	Making it REAL is an evidence-based early literacy programme designed to strengthen the home learning environment through home visits, workshops, and community events. Training PVI practitioners in this approach will enhance early literacy, deepen relationships with families, support early identification of emerging needs, and build a confident, skilled workforce. This aligns directly with Oldham's Best Start in Life priorities, particularly around early intervention, family engagement, workforce development, and improving GLD outcomes. The programme will run as a two-year project with schools, beginning in September 2026 and continuing until July 2028. Practitioners across schools and early years settings will complete a two-day training programme, enabling them to deliver the Making it REAL home learning intervention within their own setting. Evidence from previous delivery shows strong impact: 72% of children who take part go on to achieve a Good Level of Development, and 90% of parents report increased confidence, knowledge, and ability to support their child's early reading and writing at home. These outcomes demonstrate the programme's effectiveness	• We currently reach around 80 children each year through the existing model, and the intention is to replicate and expand this offer so that more families benefit from high-quality early literacy support. As part of the scale-up, we will prioritise targeted outreach to children who are most in need of support, particularly those living in communities we have not yet reached or who face barriers to accessing early years provision. This will ensure that expansion is not only about increasing numbers, but also about improving equity and directing support where it will have the greatest impact.

	in improving both children's progress and parental engagement, contributing to a stronger home learning environment across Oldham. Making it Real in Oldham will be delivered in a number of formats, including MIR in Hubs, MIR in schools, MIR in settings and MIR Enhanced	
Play, Learn, Grow	Deliver the Play, Learn and Grow – Making it REAL programme, which uses the four strands of early literacy and the ORIM framework to help parents understand how children learn and develop. The programme builds parental confidence and equips families to create positive, engaging home learning environments. In Oldham, the programme will be delivered by trained practitioners through a hybrid model of home visits and small group sessions, with a focus on reaching families in communities that may face barriers to accessing traditional services. This approach offers personalised support while also encouraging peer connection and shared learning. Evidence from previous delivery shows strong outcomes:	We currently reach around 80 children each year through the existing model, and the intention is to replicate and expand this offer so that more families benefit from high-quality early literacy support. As part of the scale-up, we will prioritise targeted outreach to children who are most in need of support, particularly those living in communities we have not yet reached or who face barriers to accessing early years provision. This will ensure that expansion is not only about increasing numbers, but also about improving equity and directing support where it will have the greatest impact.

	• 90% of parents report gaining confidence in supporting their child's early learning and development. • 90% of parents say they now understand how to create a positive home learning environment. This work directly supports Oldham's Best Start in Life priorities around early intervention, family empowerment, and reducing inequalities.	

Stage 2 – Embedding and Expansion

Theme	Step/Action	Purpose/Outcome	Lead/Key Partners
Family Help	Coordinate and align future planning with key prevention and family help programmes, including Families First and Live Well, to establish a shared, streamlined approach to assessment and planning across the system	Reduce duplication; ensure early, coordinated support at the right time.	LA, NHS, SEND, Safeguarding partners
Family Help	Support Family Hubs in meeting mandated checks and identifying pathway of support within the Healthy Child Programme	Identify needs earlier than 2.5 years and link to support quickly.	Public Health, NHS, LA, Hubs
Family Help	Develop and test multi-lingual, multi-channel digital offer (QR codes, social media, apps) plus offline alternatives.	Increase awareness of support and tackle digital exclusion.	Comms, Digital, VCSE, Hubs

Theme	Step/Action	Purpose/Outcome	Lead/Key Partners
Access & Childcare	Agree a borough-wide strategy to close the gap between eligibility and take-up (15/30 hours, EYPP).	Increase use of funded entitlements by priority families.	LA EY, Family Hubs, PVIs, Schools
Access & Childcare	Ensure clear, accessible information about the role of Child and Family SEND and Inclusion Practitioners delivery of the LISO role. To ensure appropriate advice, support and guidance is provided to families, PVI settings and other professionals Utilising quarterly data on children requiring early support within the PVI sector, targeting those children (approximately 33%) who have potential to meet GLD with earlier intervention	Make it easier for families of children with SEND to access timely support whilst supporting capacity of LISO's	
Quality & Workforce	Map existing training offers (GM modules, WellComm, ELKLAN, GMCA Reflect Tool etc.) plus wider system workforce training, e.g. around DV.	See what's available, what's working, and where the gaps are.	LA EY, Training providers

Theme	Step/Action	Purpose/Outcome	Lead/Key Partners
Quality & Workforce	Explore and develop initiatives on toilet training and school readiness (clear messages, tools for parents, training for staff).	Reduce lost teaching time and improve readiness for learning.	Public Health, Schools, PVIs, Hubs
Quality & Workforce	Set up regular forums for best practice sharing between schools, PVIs, and childminders.	Spread what works and reduce variation in quality.	LA EY, Schools, PVIs
Family Help	Develop a clear suite of signposting and referral pathways enabling LISO to direct families to the appropriate named professional for early intervention, including Quality and Vulnerable Children Practitioners and the Better Communication Team	Provide timely, preventative interventions to reduce the risk of emerging SEND or communication needs that could affect children's Good Level of Development and readiness for school	LA EY, BCT, Family Hubs, LISO's

Stage 3 – Scale Up and Sustainability

Theme	Step/Action	Purpose/Outcome	Lead/Key Partners
Access & Childcare	Support development of school-based and community-based nursery places where needed.	Ensure sufficiency and local access in high-need areas.	Schools, LA EY, DfE (where relevant)
Quality & Workforce	Co-produce an Early Years Workforce Strategy within districts (all sectors, incl. childminders).	Provide a shared vision for skills, training, and retention.	LA EY, HR, NHS, PVIs, Schools
Quality & Workforce	Design a joined-up training offer with clear pathways and priorities (SEND, SLCN, trauma, safeguarding, infant MH).	Build consistent practitioner skills across the system.	LA EY, NHS, GMCA
Quality & Workforce	Create a single online location for EY workforce resources and training.	Make it easy for staff to access what they need.	Digital, LA EY, IT
Quality & Workforce	Develop schools and settings links/partnerships to develop best practice and cluster approach to successful transitions into reception. Oversee groups focused on cluster moderations to quality	Increase % of children joining Reception ready to learn.	Schools, PVIs, LA EY, Transitions Task and Finish Group

Theme	Step/Action	Purpose/Outcome	Lead/Key Partners
	assure and enable school leaders to submit accurate data		
Quality & Workforce	Develop a plan for workforce retention and recognition (career pathways, supervision, comms).	Address recruitment/retention and value the workforce.	TBC
Access & Childcare	Align planning with the strategic vision of the 'Get Oldham working strategy' and 'Lifelong Learning'	Encourage parents back into work/training alongside uptake of universal childcare offer. Support PVI and EY sector to recruit parents, but also into other areas of work/training	LA Employment and Skills
Access & Childcare	Realign SEND funding in line with DfE guidance emerging from White Paper 2026	Align targeted SEND work with national priorities	LA EY, Family Hubs, LISO's
Access & Childcare	Work alongside local authority digital strategy in the provision of laptops and other digital resources to digitally excluded families		

Programme Timeline

Stage	Timeframe	Duration	Purpose	Rationale
Stage 1 – Foundations & Boroughwide Test-and-Learn	April 2026 – January 2027	10 months	Build the core system infrastructure and run early test-and-learn cycles	• Allows rapid mobilisation while still giving enough time to build pathways, data, governance and comms • Two meaningful test-and-learn cycles can run within this window • Ensures early learning is ready to inform Stage 2 from Feb 2027 *To note: test-and-learn does not stop after this stage, but will be embedded as BAU within stages 2 and 3*
Stage 2 – Embedding & Expansion	February 2027 – March 2029	26 months	Embed consistent practice across all districts, expand reach, strengthen early identification and attendance	• Provides a long, stable period to embed system change • Aligns with the statutory 2028 GLD target year and allows a full year after to consolidate improvements • Supports workforce development, outreach, EYPP, SEND navigation and attendance work at scale

Stage	Timeframe	Duration	Purpose	Rationale
Stage 3 – Boroughwide Scale-Up & Sustainability (Cross-Cutting)	October 2027 – March 2029	18 months	Ensure long-term sustainability, scale what works, and mature the system	• This overlaps with Stage 2, but only begins once Stage 2 is underway • Sustainability is not a time bound activity, it must run mainly in parallel with stage 2 • Allows continuous improvement, scaling of effective practice, and system maturity • Matches DfE's preferred test-and-learn approach

Proposed Focus Beyond Statutory GLD Targets:

Target Area	What We're Focusing On	Why It Matters	Next Steps / Actions
Attendance in Early Years Settings	Identifying children with 90% or lower attendance in school-based nurseries; continuing improvement work. Planning to pilot the same approach in PVI settings, using termly sufficiency data.	Low attendance in early years impacts development, readiness for school, and early identification of needs.	• Continue targeted support for low-attending children • Build attendance monitoring into PVI sufficiency returns • Use data to offer early help and engagement with families
Early Years Pupil Premium (EYPP)	Setting up a working group with sector representatives to improve	EYPP is under-claimed and under-used, meaning children	• Establish working group

Target Area	What We're Focusing On	Why It Matters	Next Steps / Actions
	how EYPP is used. Many parents don't realise they are eligible because EYPP isn't linked to FSM in early years.	miss out on additional support they are entitled to.	• Develop simple guidance for settings and parents • Improve identification and communication of EYPP eligibility through partnership working with DWP • Map data to better understand the most appropriate way of building target around uptake
Birth Rate & Non-Attendance Mapping	Using Oldham's annual birth rate of ~3,300 to map children against early years attendance and identify those not in any setting.	Helps target families who may be isolated, vulnerable, or missing early learning opportunities.	• Cross-reference birth data with attendance data • Identify children not accessing any provision • Target outreach and engagement through Family Hubs and partners

Report to CABINET

Speech, Language and Communication Needs Business Case

Portfolio Holder: Cllr M Ali (Cabinet Member for Education and Skills)

Officer Contact: Paul Tinsley (Director of Education, Skills & Early Years)

Report Author: Victoria Harold (Head of Specialist Services)

4 December 2025

Reason for Decision

The purpose of this report is to set out proposals and seek a mandate for creating a speech, language, and communication needs (SLCN) service, integrated in the SEND & Inclusion Service.

This is part of the transformation plans for speech and language following the OFSTED Inspection in 2023; and is consistent with the Greater Manchester Balanced System work which has indicated a gap in Oldham in universal and targeted services around speech, language and communication.

This would allow greater join up of specialist teachers and specialist Speech & Language Therapy (S&LT) support for children and young people with speech, language, and communication needs (SLCN). The new provision would be school-facing and would deliver support directly in schools/settings.

Executive Summary

There are a higher-than-average number of children and young people in Oldham who have an education, health, and care plan (EHCP) compared to national (Oldham: 6.7% and national: 5.3%).

The most common type of need for children and young people with an EHCP is autism, although SLCN remains a significant area of need.

An OFSTED inspection in 2023 highlighted SaLT services as an area of concern in terms of waiting lists for the core team. A monitoring visit in 2025 recognised improvements and commended the contribution of ELSEC (Early Language for Every Child). This is a DfE and NHSE grant funded project focused on delivering intensive universal and targeted support into schools.

The Greater Manchester Balanced System work has identified gaps for Oldham in the Universal and Targeted S&LT provision.

This paper proses the creation of a new school facing S&L team sat alongside the SEND & Inclusion services and working closely with the core S&L team which can provide universal and targeted services to children and young people in Oldham, providing a graduated response to need and ensuring that needs are understood and met at the right time.

The proposed team is built upon evidenced good practice / what we know works well in our existing Better Communication Team and the Early Language for Every Child (ELSEC) team.

Recommendations

Creation of a S&LT universal & targeted support team, through a joint funding agreement with the integrated care partnership (ICP). The service will sit within the existing SEND & Inclusion Service team, alongside other specialist services.

1. Background

SLCN in Oldham

There are a higher-than-average number of children and young people in Oldham who have an education, health, and care plan (EHCP) compared to national (Oldham: 6.7% and national: 5.3%).

The most common type of need for children and young people with an EHCP is autism, although SLCN remains a significant area of need, which is shown through:

- The most common primary need for children and young people at the SEN support level is SLCN.
- Most transitions from early years (EY) to reception (YR) in mainstream schools are for those with a primary need of SLCN and autism.
- Most children at primary transition who move to special schools have primary needs in SLCN and autism.

Local area considerations

- Balanced System work identified gaps within primary aged universal and targeted provisions.
- SENCO feedback highlighted strengths accessing EY training and opportunities through Better Communication Team but gaps beyond Year Reception/KS1.
- SENCO feedback highlighted varied levels of confidence around delivery of SLC targeted interventions.
- EY Better Communication Team is well established with successful outcomes and structure.
- This has been replicated and extended into primary settings (10 settings to date) through the Early Language for all Children (ELSEC) project for which evaluation to date has been very positive.

What works

- Multitude of jointly led projects (P/C Forum and LA) to support children and families in Oldham: Family Hubs, Promoting Inclusion for Neurodiversity in Schools (PINS), Autism in Schools (AIS - now Neurodiversity in schools), ELSEC, Delivering Better Value (DBV).
- Projects based around teams integrating therapists e.g., Better Communication Team, PINS, AIS, ELSEC, DBV.
- Cross service working and increased coordination within the LA Specialist services – Educational Psychology Service (EP), Advisory Teaching Service (QEST), Mental Health in Education Team, Sensory and Physical Support Services (SAPSS)
- Increased partnership working across LA, health, and POINT/PCF

- Advisory Teaching Service model and the positive relationship this service has with schools.
- Pupil Intervention Project model: a successful and highly sought after model of 'on the ground' coaching and modelling of approaches and interventions for staff supporting autistic children and young people and those with social communication needs. This model has recently been supported by positive evaluation of DBV and ELSEC work.

What needs to be improved?

Address identified gaps within universal and targeted provisions for Speech, Language, and Communication (SLC), with a particular focus on children aged 5–11.

- Universal and SEN Support/ targeted provision needs to be strengthened therefore reducing inappropriate referrals into Specialist Speech and Language Therapy services.
- Greater delivery of services in situ.
- Further join up between services, e.g., Health services and school-based services, needs to be developed.
- Greater access to a variety of quality assured training and support from varied skilled professionals.

2. What the model would look like

Drawing on learning from the ELSEC, Pupil Intervention Project and the Advisory Teaching service, the proposed model will incorporate elements such as:

- District-based primary or secondary mainstream school caseload management by speech and language therapists and an advisory teacher.
- School 'on-site' therapy assistants, supervised by speech and language therapists and advisory teachers, providing coaching and modelling of high-quality universal strategies and targeted interventions.
- Embedding of the Total Communication Policy across the local area via training, communication friendly audits, embedding HQT SLC approaches.
- Strategic, including SENCo support, and whole school speech, language, and communication support.
- Termly Communication Clinics to support ongoing needs (targeted /SEN Support level) with signposting if further progression within the SLC system is required.
- Universal training packages for workforce development including, as required, ongoing WELLCOMM training (Learning from the ELSEC model).
- Quality-assured toolkits for speech, language, and communication needs, all universally available via SENCO Space.
- Collaboration with Oldham's Parent/Carer Forum and specialist Speech and Language Therapy Team to deliver workshops on speech, language, and communication.
- Collaboration with Oldham's specialist speech and language therapy team to ensure a whole system approach.
- An SLCN Navigator to support access across the whole system.
- These speech and language therapists and advisory teachers will be available to provide advice and contribute to EHC needs assessments, addressing a key challenge identified within the local area.

To attract and recruit speech and language therapists and assistants into the Local Authority, these positions would be offered as term-time only contracts, which would cover term-time to support school needs.

By combining this along with the use of existing team resources, i.e., current advisory teachers the proposed resource could be efficiently deployed alongside existing services. Salaries would remain in-line with NHS/Agenda for Change banding and current advisory teacher and NJC grades.

3. Intended impact

- A reduction in inappropriate specialist speech and language therapy referrals by ensuring that only children and young people who require specialist intervention are referred to this service.
- A more skilled, school-based workforce, better equipped to address the needs of children with speech, language, and communication difficulties at the SEN support level. As a result, EHCPs with a primary need of SLCN will be issued only for those requiring specialist intervention.
- Enhanced collaboration with the Oldham Parent/Carer Forum (OPCF), leading to better-informed and more supported parents/carers regarding speech, language, and communication needs.
- Greater inclusion in schools via the implementation of targeted speech and language interventions within school settings that can be seamlessly integrated into the classroom and broader school environment, reducing the need to remove children from their classrooms.
- A sustainable system that prevents a return to the previous model of high, and sometimes inappropriate, Speech and Language Therapy referrals, which led to longer wait times.

4. Options/Alternatives

Option 1: Expand the Oldham SEND & Inclusion Service, Specialist Services Team, by increasing the capacity for support related to SLCN through a settings-based delivery model. This would be achieved through the employment of speech and language therapists, advisory teachers, and therapy assistants (possibly, and in part, through conversion of current ELSEC and Better Communication Team staff), with increased capacity to create a new model. The proposed model would consist of:

1x S&LT Lead
1 x 0.7 Advisory / Specialist Teacher for SLCN
3x S&LTs
4x S&LT Assistants
1x S&LT Navigator

Specialists in this area will enhance and work with existing advisory services and form a school-facing speech, language, and communication team, supporting both primary and secondary mainstream settings. The team will focus on providing universal and targeted interventions to address the needs of children and young people with speech, language, and communication needs and an emphasis would be on prevention. Option one would allow the potential to reduce capacity with the current provider.

Option 2: Continue to commission all S&LT services for children and young people under the current arrangements with the current provider. Current ELSEC and Better Communication funding is time limited so these teams would be vulnerable under this option.

Preferred Option: Option 1, This would allow for a school/setting facing delivery model for SLCN in Oldham, which would benefit children, young people, parents/carers, and schools/settings. This model would also avoid lengthy waiting lists developing. The model would allow for a planned transition from time limited projects, i.e., ELSEC and Better Communication Team, which would evolve into a robust offer so that learning through these projects isn't lost and system pilots that are most effective will be able to continue into sustainable practice

5. Consultation: Full consultation and partnership working with parent/carers, through POINT, and the core S&LT team would be required

6. Financial Implications

6.1 This report seeks to approve **Option 1** - Expand the Oldham SEND & Inclusion Service, Specialist Services Team, by increasing the capacity for support related to SLCN through a settings-based delivery model. The total annual costs associated with this will be in the region of **£506,034** including oncosts, creating an additional **9.70** FTE's, the table below details the posts and associated costs:

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Post	Grade	FTE	Annual cost TTO (0.88 FTE)	Annual cost Full time	Total
S&LT Lead	G10 (NJC)	1.00		80,380	**80,380**
S&LT	Band 7 / Grade 9 (NJC)	3.00	61,660		**184,980**
S&LT Assistant	Grade 4 (NJC)	4.00	36,940		**147,760**
Specialist Teacher	UPS3 + TLR	0.70		39,380	**55,132**
S&LT Navigator	Grade 4 (NJC)	1.00	36,942		**36,942**
Total		**9.70**			**506,034**

6.2 This will be funded from a combination of funding from both the LA and ICP shown in the table below:

Funding source	Amount
ICP contribution	400,000
LA contribution	106,034
Total	**506,034**

6.3 The ICP recurrent contribution of £400k has been approved through both the Integrated Care Board Locality and STAR processes and the current recipient has been formally notified of the contract reduction. As agreed, the money will be utilised to fund the Local Authority model and staffing through a transfer of funds.

6.4 The Council contribution comes from an existing budget, this will be pooled from ceasing the existing annual contract with Northern Care Alliance (NCA) for additional S&LT Capacity for Primary and Secondary mainstream schools. This is budgeted at £106,536 for FY25/26.

Vicki Hayes – Senior Accountant

7. **Legal Implications:**

The report seeks to respond to the OFSTED Report of 2023 by addressing the gap identified in Oldham in relation to universal and targeted services around speech, language and communication. This proposal would benefit those residents who use the service and of course address the recommendation within the OFSTED report.

The report outlines that there are fixed term staff who are currently employed, engaging in similar activities within the Council and some of these staff may be dismissed as a result of this process. The service will need to be clear the length of time those staff have been employed with the Council, if long term (over 2 years) then the staff may have gained various protections from dismissal and any breach of these protections could lead to unfair dismissal claims against the Council. It is important that the service liaise with Legal Services and HR colleagues to make sure all relevant legislation and employment policies are complied with.

(Alex Bougatef – Director of Legal Services)

8. **HR Implications**

As the report has identified Fixed Term Staff currently employed, the service need to consider redeployment opportunities for these staff. Early engagement with the staff is essential.

The service will need to engage with a Senior HR Advisor to support with consultation and implementation.

For recruitment, the service will be required to follow the Councils Recruitment and Selection policy and procedure to recruit into new roles including reviewing the job description and ensuring the new roles have been evaluated.
(Jodie Rowson – Interim Senior HR Advisor)

9. **Equality Impact, including implications for Children and Young People:** to be attached

10. **Key Decision Reference:** (EDS-07-25)

11. **Background Papers:** none

12. **Appendices:** Recruitment strategy

Appendix A – Recruitment Strategy

Speech and Language Therapists (including Lead)	In scope for TUPE from NCA – follow TUPE process
SaLT Assistants	Direct recruitment to council as per current posts
Advisory Teacher	Direct recruitment to council as per current posts
SLCN Navigator	Direct recruitment to POINT

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Report to CABINET

Approval of Draft Beal Valley and Broadbent Moss Masterplan and Spatial Design Code Supplementary Planning Document for Consultation

Portfolio Holder: Cllr Elaine Taylor, Deputy Leader and Cabinet Member for Neighbourhoods

Officer Contact: Emma Barton, Deputy Chief Executive (Place)

Report Author(s):
Elizabeth Dryden-Stuart (Strategic Planning Team Leader) and Clare Davison (Senion Planning Officer)

23rd February 2026

Reason for Decision

To approve the draft Beal Valley and Broadbent Moss Masterplan and Spatial Design Code Supplementary Planning Document (SPD) (Appendix 1) and supporting documents (Appendix 2 and 3) for a public consultation commencing no earlier than 25th February 2026. This will enable stakeholders to have the opportunity to provide comments on the draft Beal Valley and Broadbent Moss Masterplan and Spatial Design Code SPD before it is finalised and formally adopted.

Executive Summary

The Places for Everyone (PfE) Joint Development Plan Document (DPD), is a strategic plan that covers nine of the ten Greater Manchester districts - Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Tameside, Trafford and Wigan. The Plan took effect and became part of the statutory development plan for each of the nine PfE authorities on 21 March 2024.

PfE sets out the strategic framework for the Oldham Local Plan and allocates sites for employment and housing to meet our growth needs – in Oldham this includes JPA10 Beal Valley and JPA12 Broadbent Moss.

Policies JPA10 and JPA12 identify a range of criteria that development on Beal Valley and Broadbent Moss will need to address. In both cases this includes a requirement for development to be '*in accordance with a comprehensive masterplan and design code as agreed by the local planning authority. This will include the need for an infrastructure phasing and delivery strategy'*.

To address the criterion above, in collaboration with the Council the leading Developer Consortium has prepared a masterplan and design code covering both the Beal Valley and Broadbent Moss allocations.

Following agreement of the Motion '*Ensuring Statutory and Enforceability for Places for Everyone Masterplans'* on 10 December 2025, a report was taken to Cabinet on 15 December 2026 at which Cabinet's approved recommendations were to:

1. *'Endorse the Beal Valley and Broadbent Moss Masterplan and Spatial Design Code and, in accordance with the Motion agreed at the Council meeting on 10th December, authorise officers to prepare a Supplementary Planning Document incorporating this Masterplan and Spatial Design Code;*

2. *Note the timetable for the preparation of the SPD included in this addendum report; and*

3. *Note that the report will be considered by the Place, Economic Growth and Environment Scrutiny Board at the appropriate time in the new year, and should therefore be exempt from call-in, under Rule 14 of the Overview and Scrutiny Procedure Rules in the Constitution, and the Executive Director Place (Deputy Chief Executive) in consultation with the Cabinet Member for Neighbourhoods be given delegated authority to respond to any feedback from Scrutiny as the Masterplan is taken forward to become a Supplementary Planning Document.'*

In line with the approved recommendation the Masterplan and Spatial Design Code is now being prepared as a SPD that will be subject to public consultation from 25 February to 11.59pm on 27 March. Following the consultation and consideration of any comments received and any further work that may be needed, the final SPD will be brought back to Cabinet seeking formal approval to adopt and publish the SPD.

Once approved and adopted the SPD will go on to inform future planning applications relating to JPA10 and JPA12 and will be a material consideration in their determination.

Recommendation:

Cabinet is recommended to:

i. To approve the draft Beal Valley and Broadbent Moss Masterplan and Spatial Design Code Supplementary Planning Document (SPD) (Appendix 1) and supporting documents (Appendix 2 and 3), as the basis for a public consultation commencing no earlier than 25th February 2026.

ii. Note that the proposed Masterplan and Spatial Design Code was considered by the Place, Economic Growth and Environment Scrutiny Board on 22 January 2026, and endorsed to be taken forward for public consultation as an SPD, and therefore is exempt from call-in, under Rule 14 of the Overview and Scrutiny Procedure Rules in the Constitution.

Approval of Draft Beal Valley and Broadbent Moss Masterplan and Spatial Design Code Supplementary Planning Document for Consultation

1 Background

1.1 The Places for Everyone (PfE) Joint Development Plan Document (DPD), is a strategic plan that covers nine of the ten Greater Manchester districts - Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Tameside, Trafford and Wigan. The Plan took effect and became part of the statutory development plan for each of the nine PfE authorities on 21 March 2024.

1.2 PfE sets out the strategic framework for the Oldham Local Plan and allocates sites for employment and housing – in Oldham this includes JPA10 Beal Valley and JPA12 Broadbent Moss.

1.4 Policies JPA10 and JPA12 identify a range of criteria that development on Beal Valley and Broadbent Moss will need to address. In both cases this includes a requirement for development to be '*in accordance with a comprehensive masterplan and design code as agreed by the local planning authority. This will include the need for an infrastructure phasing and delivery strategy in accordance with JP-D1'*.

1.5 Policy JP-D1 relates to Infrastructure Implementation and it states that through local plans, other local planning documents and development management decisions we will '*require applicants to prepare an infrastructure phasing and delivery strategy to be agreed by the local planning authority for sites where build out will be delivered by different developers or in phases. This strategy must outline what needs to be provided by when and who will fund and deliver it'*.

1.6 To address the requirements of JPA10, JPA12 and JP-D1, the leading Developer Consortium has prepared a masterplan and design code covering both the Beal Valley and Broadbent Moss allocations. Following agreement of the Motion 'Ensuring Statutory and Enforceability for Places for Everyone Masterplans' on 10 December 2025, a report was taken to Cabinet on 15 December 2026[1] at which Cabinet's approved recommendations were to:

a) 'Endorse the Beal Valley and Broadbent Moss Masterplan and Spatial Design Code and, in accordance with the Motion agreed at the Council meeting on 10th December, authorise officers to prepare a Supplementary Planning Document incorporating this Masterplan and Spatial Design Code;

b) Note the timetable for the preparation of the SPD included in this addendum report; and

[1] The 15 December 2026 Cabinet Report on the Beal Valley and Broadbent Moss Masterplan and Spatial Design Code can be found at https://committees.oldham.gov.uk/ieListDocuments.aspx?CId=144&MId=9617&Ver=4

c) *Note that the report will be considered by the Place, Economic Growth and Environment Scrutiny Board at the appropriate time in the new year, and should therefore be exempt from call-in, under Rule 14 of the Overview and Scrutiny Procedure Rules in the Constitution, and the Executive Director Place (Deputy Chief Executive) in consultation with the Cabinet Member for Neighbourhoods be given delegated authority to respond to any feedback from Scrutiny as the Masterplan is taken forward to become a Supplementary Planning Document.'*

1.7 In line with the approved recommendation the Masterplan and Spatial Design Code is now being prepared as a SPD.

2 Current Position

2.1 The land within JPA10 and JPA12 is owned or controlled by several developers and landowners. A consortium of main landowners / developers comprising Casey, Barratt Redrow, Kellen Homes and Wain Homes have, in collaboration with the Council, prepared a draft masterplan and spatial design code for the allocations to address the policy requirements of JPA10, JPA12 and JP-D1. In line with the approved recommendation set out at paragraph 1.6a) above the masterplan and spatial design code is now being prepared as a SPD.

2.2 Supplementary planning documents (SPDs) build upon and provide more detailed advice or guidance on policies in an adopted local plan (in this case PfE). SPDs are a material consideration, however they are not part of the development plan and they cannot introduce new planning policies. Regulations 11 to 16 of the Town and Country Planning (Local Planning) (England) Regulations 2012 set out the requirements for producing SPDs. These regulations include a requirement to consult for period a period of at least 4 weeks prior to the formal adoption of a SPD. When preparing a SPD there is also a requirement to complete a Habitat Regulation Assessment Determination Statement and a Strategic Environmental Assessment (SEA) Screening Determination Statement. Further information on these can be found in paragraph 2.9.

2.3 The draft Beal Valley and Broadbent Moss Masterplan and Spatial Design Code SPD sets out aims and objectives for the holistic and integrated development of Beal Valley and Broadbent Moss. Preparation of the SPD has been a collaboration between the consortium and Council, with input from Transport for Greater Manchester (TfGM), the Environment Agency, Homes England & the Greater Manchester Combined Authority (GMCA).

2.4 The draft SPD has been prepared having regard to the challenges and constraints of each site, including the steep topography, current vehicular movement, access to public transport, mine shaft locations, ecological habitats, flooding and water catchments, and existing landscape features and character. In doing so, it is considered that the SPD is responsive and unique to Beal Valley and Broadbent Moss.

2.5 The draft SPD indicates capacity for around 1,700 new homes. This is slightly less than the collective capacity of 1,930 homes for JPA10 and JPA12 set out in PfE. This has been informed by the desire to retain and enhance more green space and biodiversity. However, the Council will continue to seek the effective and efficient use of the development parcels across both allocations, through applying the density requirements of PfE policy JP- H3: Density where appropriate.

Vision

2.6 The draft Beal Valley and Broadbent Moss Masterplan and Spatial Design Code SPD has been prepared around the vision set out below and underpinned by the development principles illustrated in Figure 1.

'The Beal Valley and Broadbent Moss new urban fringe shall create new gateways into Oldham from Rochdale, the Pennines and the Peak District.

These interconnected new neighbourhoods or neighbourhood extensions shall provide high quality homes and living environments for families, couples and individuals in which to live and interact. Each neighbourhood will have its own identity which will be focused around a strong and vibrant public realm and green space network. Opportunities to interact with and discover nature will be key to the design of the green and blue spaces, bringing nature and wildlife into the heart of each neighbourhood.

In turn the neighbourhoods shall connect to a new Metrolink Stop and Travel Hub/Park and Ride facility and bus stops providing good connectivity to jobs and educational opportunities in wider Oldham and Greater Manchester.

The new neighbourhood extensions to the west of the Metrolink will merge and integrate with the existing neighbourhoods and their local facilities, adding vibrancy and vital footfall to them ensuring their long term viability and prosperity.

The new development to the east, whilst having connections to surrounding areas, will naturally have a degree of separation because of the topographical features separating it from the surrounding neighbourhoods.

Central to both will be the proposed new Metrolink Stop and Travel Hub/Park and Ride facility at Cop Road which will be closely associated to a 'hub' of commercial and community facilities positioned in the most sustainable location to serve new and existing residents. The ethos will be to ensure that this will be at the 'heart' of this new neighbourhood and within a 15 to 20 minute walk of all homes on the two sites.

The communities shall be designed in such a way to be outward facing and welcoming to adjoining neighbourhoods, providing clear and direct pedestrian and cycle access into this new urban fringes' facilities and green spaces and out into the surrounding countryside.

Each neighbourhood shall be orientated to maximise views out to the wider landscape and benefit from passive solar gain, with opportunities where

appropriate for residents to grow their own fruit and vegetables within their gardens, community allotments and orchards.

Sustainability & biodiversity shall be cross-cutting themes within all aspects of day-to-day life in the neighbourhoods and will be integrated into the physical fabric of the place, being a key element in developing the unique sense of place for the area.

These new neighbourhoods shall create homes for both people and nature, living side by side in a shared environment.'

Figure 1: Draft Beal Valley and Broadbent Moss Masterplan and Spatial Design Code SPD Development Principles



Spatial Design Code

2.7 The spatial design code component of the draft SPD is split into the following elements:

- **Nature, Green and Blue Infrastructure** – incorporating a strong green infrastructure network that is integral to the masterplan and which not only retains and enhances existing natural features such as trees, hedgerows, grasslands, watercourses and ponds but also introduces new features, such as flood alleviation measures and sustainable drainage. Figure 5.2 of the draft SPD illustrates the proposed green and blue infrastructure network.

  Through the allocations there is also a potential opportunity to create a Biodiversity Net Gain Habitat Bank, not only for the development itself but also the wider area, and to deliver opportunities identified in the Greater Manchester Local Nature Recovery Strategy.

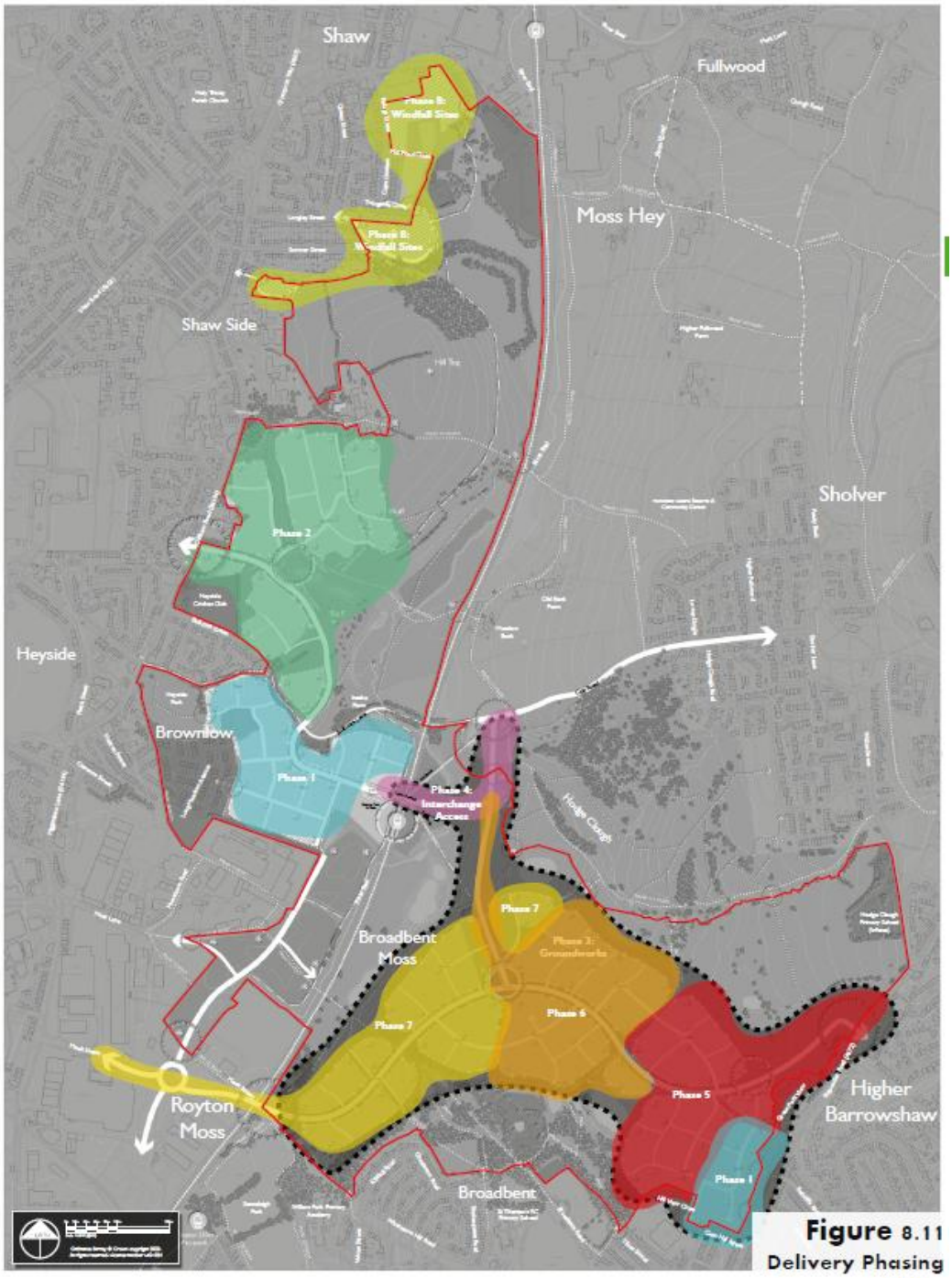
- **Movement and Public Realm** - promotes the use of public transport, walking, wheeling and cycling through a pleasant and green setting whilst accommodating motor vehicles. As illustrated through Figure 6.1 of the draft SPD, it promotes a street and space hierarchy that begins with the link road that runs through the site from Ripponden Road, through Broadbent Moss to the proposed Metrolink stop and Park & Ride facility south of Cop Road, and onto Oldham Road through Beal Valley. Connected to this link road are then a series of routes at various scale depending on their location and purpose.

- **Built Form** – the draft SPD promotes development that is governed by the character areas, uses and retained site features, using the landscape, public realm, density of development, building types and forms to create the sense of place. Density across the allocations radiates out from higher densities near to the local centre and Metrolink stop and lower density on the fringes of the development, as illustrated in Figure 7.3 of the draft Masterplan and Spatial Design Code SPD. Within this section, principles are also set out for space standards, accessibility, residential amenity, resource and energy conservation, housing mix and design principles.

  In terms of housing mix, the draft SPD sets out that:
  - this has been informed by local housing needs and includes 1 to 5 bed family homes.
  - affordable housing provision shall be provided for in accordance with the Local Plan policy requirements, subject to viability, and pepper-potted throughout the site, being tenure blind drawing on the same materials
    palette and house types as the rest of the residential areas.

2.8 As illustrated in Figure 2 below, development across Beal Valley and Broadbent Moss has been phased is such a way that the early phases will open up a site for the new Metrolink Stop within a few years of development commencing, which in turn will enable additional infrastructure to be developed. By phase 6 the road infrastructure will be in place to enable the local centre to be developed, supported by footfall from the new community and users of the Metrolink Stop, to ensure its vibrancy and viability.

Figure 2: Beal Valley and Broadbent Moss Delivery Phasing Plan



Masterplan

2.9 The culminating masterplan, shown in Figure 3 below, reflects the spatial design code and design parameters set out above.

Figure 3: Beal Valley and Broadbent Moss Parameters Masterplan

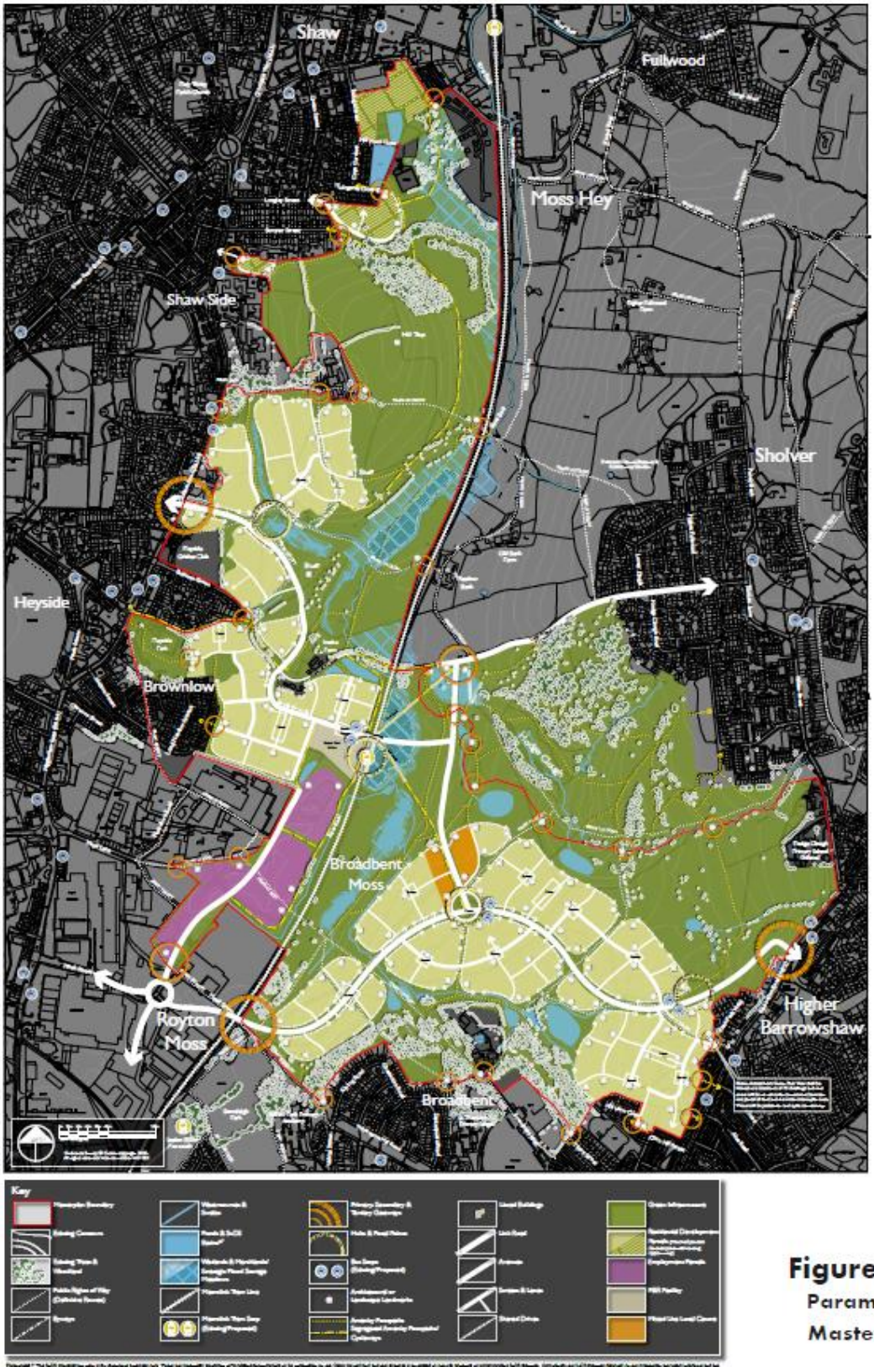


Figure 8.12 Parameters Masterplan

Preparation of the SPD

2.10 As previously stated the draft Beal Valley and Broadbent Moss Masterplan and Spatial Design Code SPD is being prepared in accordance with the Town and Country Planning (Local Planning) (England) Regulations 2012. The Regulations set out that a draft SPD must be screened to determine whether a Strategic Environmental Assessment (SEA) and / or Habitat Regulation Assessment (HRA) is required. The outcomes of the screening opinions for the SEA and HRA are included as Appendix 2 and 3 to this report.

2.11 The outcomes of the screening opinion must be published alongside the draft SPD, and made available for public inspection for a minimum of four weeks at a Council's principal office and at other places within its area as the local planning authority consider appropriate, during normal office hours. The draft SPD must also be made available as an online copy.

2.12 The SPD will be prepared in accordance with these Regulations and the Council's Statement of Community Involvement (SCI). Relevant material will be made available for inspection on the Council's website. The documentation will also be made available for inspection at public libraries within Oldham and at the Council's Customer Service Centre in Spindles Shopping Centre.

2.13 Letters/emails will also be sent to stakeholders on Oldham Council's Local Plan mailing list. A public notice will be published and a press release issued. Other forms of communication such as use of social media platforms may also be utilised.

2.14 Following consultation, the Beal Valley and Broadbent Moss Masterplan and Spatial Design Code SPD will be amended as appropriate before being brought back to Members to seek formal approval for its formal adoption.

3 Options/Alternatives

3.1 *Option 1 – to approve the draft Beal Valley and Broadbent Moss Masterplan and Spatial Design Code SPD and supporting documents, for a public consultation commencing no earlier than 25th February 2026.*

Advantages – Approving the draft Masterplan and Spatial Design Code SPD for public consultation will enable stakeholders to have the opportunity to provide comments on the draft SPD before it is formally adopted and meet the recommendations of the 15 December 2025 Cabinet report.

Disadvantages – There are no disadvantages to this option.

3.2 *Option 2 - to not approve the draft Beal Valley and Broadbent Moss Masterplan and Spatial Design Code SPD and supporting documents, for a public consultation.*

Advantages – There are no advantages to this option.

Disadvantages – This would prevent stakeholders commenting on the draft SPD and would not address the recommendations of the 15 December 2025 Cabinet report.

4 Preferred Option

4.1 The preferred option is to approve the draft Beal Valley and Broadbent Moss Masterplan and Spatial Design Code SPD and supporting documents, for public consultation, enabling stakeholders to have the opportunity to provide comments on the draft SPD before it is formally adopted and meet the recommendations of the 15 December 2025 Cabinet report.

5 Consultation

5.1 The report is seeking approval for public consultation on the draft Beal Valley and Broadbent Moss Masterplan and Spatial Design Code SPD and supporting documents.

5.2 Prior to the masterplan and spatial design code being taken forward as a SPD public consultation was also carried out on the document by the developer consortium during summer 2025.

5.2 The consortium published details of the consultation via a newsletter drop, promotion in the local press and social media advertising. Interested parties were able to provide feedback via an online social media survey, project website, telephone, e-mail and in person at three public exhibitions held at venues in Higginshaw, Shaw and Heyside.

5.3 A summary of the key issues raised and changes that have been made following the consultation can be found in Appendix 2 to the 15 December Cabinet Report.

6 Financial Implications

6.1 The financial implications are minimal and relate to consultation, including the printing of hard copies of the SPD for libraries and the Customer Service Centre, and the publication of a public notice. As the SPD is a full colour document, these costs are estimated at approximately £2,000 and will be met from existing budgets within Strategic Planning.

(Mohammed Hussain)

7 Legal Implications

7.1 An SPD is defined in Regulation 2 of the Town and Country Planning (Local Planning) (England) Regulations 2012 as a local development document which is not a local plan. A local plan is prescribed by the Regulations as a development plan document. Thus, an SPD falls outside the category of town and country

planning and development control documents which cannot be approved by a local authority's executive, namely local development documents which are development plan documents.

7.2 Under the Council's scheme of delegation for the local development framework, approval of the draft SPD for public consultation lies with the Cabinet. It is a requirement of the Town and Country Planning (Local Planning) (England) Regulations 2012 that the Council must consult the public on the draft SPD for not less than 4 weeks.

(A Evans)

8 Procurement Implications

8.1 The Commercial Procurement Unit supports the recommendation outlined in the report. There are no procurement implications, the costs are estimated at approximately £2,000 and will be met from existing budgets within Strategic Planning.

(Angela Porter – Senior Category Manager Commercial & Environment)

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

9.1 The completed Oldham Impact Assessment (OIA) is attached at Appendix 4.

9.2 The OIA concludes that it is possible there will be moderately positive impacts over the long term with regards to the age and disability equality characteristics. Whilst there are very likely to be strong positive impacts over the long term with regards to the three corporate priorities of A Great Place to Live, Green and Growing, and Happier Healthier Lives.

10 Key Decision

10.1 Yes

11 Key Decision Reference

11.1 RBO-01-26

12 Background Papers

Places for Everyone Joint Plan - https://www.greatermanchester-ca.gov.uk/what-we-do/planning-and-housing/strategic-planning/places-for-everyone/pfe-adoption/

Beal Valley and Broadbent Moss consultation page - https://bvbm-masterplan.co.uk/

13 Appendices

Appendix 1 – Draft Beal Valley and Broadbent Moss Masterplan and Spatial Design Code SPD
Appendix 2 – Strategic Environmental Assessment SEA screening statement
Appendix 3 – Habitats Regulations Assessment Screening Statement
Appendix 4 – Oldham Impact Assessment Tool

Draft Beal Valley and Broadbent Moss Masterplan and Spatial Design Code Supplementary Planning Document

Places for Everyone JPA10 and JPA12

February 2026

Oldham Council

1. Introduction

Purpose of document

1.1. This Supplementary Planning Document (SPD) will supplement Places for Everyone (PfE) Plan Policies: JPA10 Beal Valley and JPA12 Broadbent Moss.

1.2. PfE was adopted by Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Tameside, Trafford and Wigan (the nine PfE Plan authorities) and took effect on 21 March 2024.

1.3. PfE allocates sites for employment and housing – in Oldham this includes JPA10 Beal Valley and JPA12 Broadbent Moss. The allocation policies identify a range of criteria that development on Beal Valley and Broadbent Moss will need to address. In both cases, this includes a requirement for development to be *'in accordance with a comprehensive masterplan and design code as agreed by the local planning authority. This will include the need for an infrastructure phasing and delivery strategy in accordance with JP-D1'*.

1.4. Policy JP-D1 relates to Infrastructure Implementation, and it states that through local plans, other local planning documents and development management decisions we will '*require applicants to prepare an infrastructure phasing and delivery strategy to be agreed by the local planning authority for sites where build out will be delivered by different developers or in phases. This strategy must outline what needs to be provided by when and who will fund and deliver it'*.

1.5. To meet the requirements set out above, Oldham Council and the main developer / landowner consortium (consisting of Casey, Barratt Redrow, Kellen Homes and Wain Homes) have jointly prepared this Draft Beal Valley and Broadbent Moss Masterplan and Spatial Design Code Supplementary Planning Document (SPD).

1.6. The Draft SPD sets out:

- The constraints and opportunities that have helped inform the masterplan and spatial design code
- A vision and the main development principles for both sites
- An overarching masterplan and site-wide development principles
- A spatial design code that is split into the following:
    - Identity
    - Nature and Green and Blue Infrastructure
    - Movement and Public Realm
    - Built Form
- An infrastructure phasing and delivery strategy

Sustainability appraisal and strategic environmental assessment

1.7. The Draft Beal Valley and Broadbent Moss Masterplan and Spatial Design Code Supplementary Planning Document (SPD) has been screened for the need to undertake a sustainability appraisal and strategic environmental assessment (including a Habitat Regulation Assessment), and it has been determined that assessments were not required.

1.8. The determination statements can be viewed on Oldham Council's website.

How to comment on the draft SPD and next steps

1.9. This document, along with its supporting documents, is being published by Oldham Council for consultation. Full details on the consultation and how are set out in the Statement of Availability, available on Oldham Council website[1].

1.10. Following the period of public consultation, the responses received will be considered. If considered necessary, amendments will be made to the document prior to Oldham Council adopting the document. Once adopted,

[1] More information can be found at: https://www.oldham.gov.uk/info/201232/engagement/1825/consultation

the SPD will be a material consideration in the determination of planning applications relating to JPA10 Beal Valley and JPA12 Broadbent Moss.

BEAL VALLEY & BROADBENT MOSS, OLDHAM

SPATIAL DESIGN CODE

December 2025

2

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Summary

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Summary

*This **Masterplan & Spatial Design Code** sets out the aims & objectives of the landowners towards developing an **holistic & integrated development** for the Places for Everyone allocations at **Beal Valley & Broadbent Moss**. It has emerged from close **collaboration** with **Oldham Council**, **Transport for Greater Manchester**, the **Environment Agency**, **Homes England** & the **Greater Manchester Combined Authorities**. It creates **homes for people**, **space for jobs**, **community facilities**, **connectivity between existing neighbourhoods**, a new **Metrolink & bus stops**, improved **access to the wider countryside**, **new accessible open spaces,** as well as **new habitats** in which **nature can flourish**.*

12 Reasons Why

In developing this Masterplan and Spatial Design Code we have not only taken into account the policy requirements for the Places for Everyone (PfE) allocations, as set out in the following section, but also listened to stakeholders who have been involved as the masterplan has emerged and also got under the skin of the social and physical geography of the Beal Valley and Broadbent Moss.

In understanding the issues of the adjoining neighbourhoods in terms of their historic development across the tops of the valleys and the physical separation of neighbourhoods and communities that live within a stones-throw of one another we can get to grips with how we need to improve:

- access to public transport,
- the ability to move safely across and through the valley,
- the connectivity between neighbourhoods, and
- where existing facilities are located and accessed, especially schools.

We have taken these issues into account when developing the masterplan.

In addition we have worked with the wider consultant team to fully appreciate the technical challenges of the sites in terms of:

- the steep topography,
- current vehicular movement,
- access to public transport,
- mine shaft locations,
- ecological habitats,
- issues around flooding and the water catchment areas, and
- the existing landscape features and character of the area.

In utilising this appreciation of the place we have developed a masterplan which is responsive and unique to the Beal Valley and Broadbent Moss.

In undertaking this detailed work we have found that we can accommodate around 1,700 homes, which is slightly less than the 1,930 homes specified by policy, which allows us to retain and enhance more existing green space and the biodiversity within it.

The Spatial Design Code sets out the detail of what we aim to deliver with the implementation of this masterplan and the essence of that work is distilled out here within the 12 reasons why...

1. **Delivery of circa 1,700 new and high quality, energy efficient homes, including affordable homes.**
2. **Approximately 4.5 hectares/11 acres of employment land to provide space for new businesses and jobs.**
3. **A new Metrolink Stop serving Heyside, Brownlow, Royton Moss, Sholver, Moorside, Higher Barrowshaw and Derker.**
4. **Creating of a east to west Link Road with new/ extended bus routes and bus stops across the valley linking new and existing neighbourhoods together as well as serving the new Metrolink Stop.**
5. **A new local centre within a 1.77 hectares/4.25 acre site to accommodate a mix of new community facilities, shops, services and apartments.**
6. **New neighbourhoods set into a natural environment of woodlands, meadows and wetlands.**
7. **The creation of outward facing and welcoming neighbourhoods to the settlement edge which will create a positive interface with the retained Green Belt in this location.**
8. **Improved access to approximately 90 hectares/220 acres (66% of the masterplan area) of retained green space within the allocation areas.**
9. **Improved access to an additional 19 hectares/45 acres of adjoining green space between the site and Sholver.**
10. **Creation of new wetland habitats to significantly enhance biodiversity within the valley.**
11. **Incorporation of new flood meadows and wetlands to tackle the existing issues of flooding within the wider catchment of the Beal Valley.**
12. **Ensure all storm water from the site is captured and held on the site until it can be released slowly into the River Beal; so as not to cause flooding down stream.**

















PREFACE

*This **Spatial Design Code** has been prepared for the **Places for Everyone (adopted March 2024)** allocated sites known as **Beal Valley (Site JPA10)** on land adjacent to **Oldham Road,** south of Shaw, & **Broadbent Moss (Site JPA 12)** on land adjacent to **Rippoden Road,** north of Derker, within the Metropolitan Borough of Oldham. The production of a comprehensive masterplan and design code prior to the submission of any Planning Application, specific to this site, is **a** policy requirement of the allocation.*

Requirements of Policy JP Allocation 10 Beal Valley

Policy JP Allocation 10 for the Beal Valley requires that a comprehensive masterplan and design code is developed for the allocation and is approved by Oldham Council.

This spatial design code has been developed and structured in such a way that it combines the elements of both the masterplan and design coding into a single document which will enable any reader to easily access the guidance contained within these pages.

Additional policy requirements of JPA 10 which have been taken into account in the development of the masterplan and spatial design code are summarised below:

- Delivery of around 480 high quality family and affordable homes.
- Appropriate access points to and from the site with the main access point from Oldham Road.
- Connect through to the Broadbent Moss Allocation (JPA 12) to ensure comprehensive development.
- Identify a walking and cycling route from the spine road north to link to Shaw Centre and the Shaw Metrolink stop.
- Contribute to the delivery of the new Metrolink stop/park and ride facility at Broadbent Moss.
- Provide new/improved sustainable transport and highways infrastructure.
- Reflect and respond to the landscape character of the Pennine Foothills South/West Pennines.
- Improve the quality/accessibility of the retained Green Belt.
- Protect/enhance the green wedge to the eastern half of the allocation.
- Make provision for biodiversity and take account of Shawside SBI and Twingates LNR.
- Mitigate recreational impacts on the South Pennine Moors SAC/ SPAs.
- Protect/enhance the habitats and Beal Valley river corridor to improve existing water quality.
- Provide new and/or enhanced existing open space, sport and recreation provision including those at Heyside Cricket Club.
- Provide for on-site and/or financial contributions towards off-site additional primary and/or secondary school provision.
- Take account of heritage assets including Birshaw House and New Bank.
- Provide a wetland catchment area within Flood Zone 3 to provide net gains in flood storage for the wider catchment integrated into the wider green infrastructure network.
- Ensure development has no adverse quality impacts on the Groundwater Protection Zone in liaison with the Environment Agency.
- Remeadiate areas affected by contamination and previously worked for landfill.
- Consider the extraction of any viable mineral resources within Minerals safeguarding Areas.

Requirements of Policy JP Allocation 12 Broadbent Moss

Policy JP Allocation 12 for Broadbent Moss again requires that a comprehensive masterplan and design code is developed for the allocation and is approved by Oldham Council.

This spatial design code has been developed and structured in such a way that it combines the elements of both the masterplan and design coding into a single document which will enable any reader to easily access the guidance contained within these pages.

Additional policy requirements of JPA 12 which have been taken into account in the development of the masterplan and spatial design code are summarised below:

- Delivery of around 1,450 high quality family and affordable homes.
- Deliver around 21,000sqm of industrial and warehouse floorspace as an extension to Higginshaw Business Employment Area.
- Main access point from Rippoden Road with a link road providing connections west across the valley to Oldham Road via the JPA 10 Beal Valley allocation.
- Industrial and warehouse development will be via the existing industrial estate.
- Land safeguarded for a new Metrolink stop and associated park and ride facility.
- Ensure walking, cycling and the use of public transport is encouraged through good design to help deliver high quality, liveable and sustainable environments.
- Make provision for a local centre providing a range of shops and services in a suitable and accessible location.
- Enhance pedestrian and cycle links to and from the site to the new Metrolink stop, the Beal Valley allocation, bus network, between the employment areas and new homes and surrounding area via the green infrastructure network.
- Reflect and respond to the landscape character of the Pennine Foothills South/West Pennines.
- Define/strengthen the boundaries to the retained Green Belt within and adjoining the site.
- Improve the quality/accessibility of the remaining Green Belt.
- Make provision for biodiversity and take account of Deciduous Woodland and Lowland Fens.
- Protect/enhance the habitats and Beal Valley river corridor to improve existing water quality.
- Provide for on-site and/or financial contributions towards off-site additional primary and/or secondary school provision.
- The masterplan should be informed by an appropriate flood risk management assessment and comprehensive drainage strategy. Develop a comprehensive sustainable drainage management train as part of the green and blue infrastructure network to ensure development is safe and does not increase flood risk down stream.
- Provide a wetland catchment area within Flood Zone 3 to provide net gains in flood storage for the wider catchment integrated into the wider green infrastructure network.

- Ensure development has no adverse quality impacts on the Groundwater Protection Zone in liaison with the Environment Agency.
- Remediate areas affected by contamination and previous historic uses.
- Incorporate noise and air mitigation to protect the amenity of new and existing occupiers (both residential and employment) adjoining Higginshaw Business Employment Area and its proposed extension.
- Consider the extraction of any viable mineral resources within Minerals safeguarding Areas.

The Spatial Design Code

This spatial design code will provide ongoing guidance for subsequent planning applications relating to the allocation and identify overarching themes and that will need to be addressed by all developers within the allocation boundary. It presents the full allocation masterplan and sets key spatial principles to be applied to all future developments at Broadbent Moss.

This spatial design code is intended to ensure future development meets the high quality design aspirations of Oldham Council and as also laid out in the policies of the adopted Places of Everyone Joint Development Plan Document.

Once adopted by the Council, proposals that come forward in accordance with the Spatial Design Code will be regarded as acceptable in principle by the Council.

This spatial code will need to be referenced within all future planning applications with the Design and Access Statements for those applications, demonstrating how the principles contained within this spatial code have been applied to each of the sites within the allocation.

The spatial code is intended to provide developers with considerable flexibility over the layout and detailed design of the places they create, allowing them to respond to local site conditions and encouraging a unique and diverse vernacular within the allocation.

The code is not overly prescriptive in terms of architectural style or construction method. It is not intended to restrict creativity but provides a basis for designers to produce innovative and imaginative proposals.

The spatial design code sets out requirements for the overarching street hierarchy, general building types and forms and the intended assets and functions of the green infrastructure network which envelops the development sites.

The green infrastructure coding also looks to balance the needs for recreation with the needs of nature.

The National Model Design Code

The purpose of the **National Model Design Code** (NMDC) is to provide detailed guidance on the production of design codes, guides and policies to promote successful design.

It expands on the ten characteristics of good design, as set out in the National Design Guide, which reflects the governments priorities and provides a common framework for design, as illustrated here in Figure 1.1. The NMDC recommends a list of issues to be covered in Code Wide and Area Type guidance and this includes:

- Context
- Movement
- Nature
- Built Form
- Identity
- Public Space
- Use
- Homes & Buildings

These issues are covered in this code and use a combination of descriptive text, illustrations, annotation and precedent imagery to convey the code messages, much like the model code illustrates.

The code has also utilised the **NMDC Guidance Note Code Content** related to the above issues to ensure the contents of each chapter covers all aspects of coding.

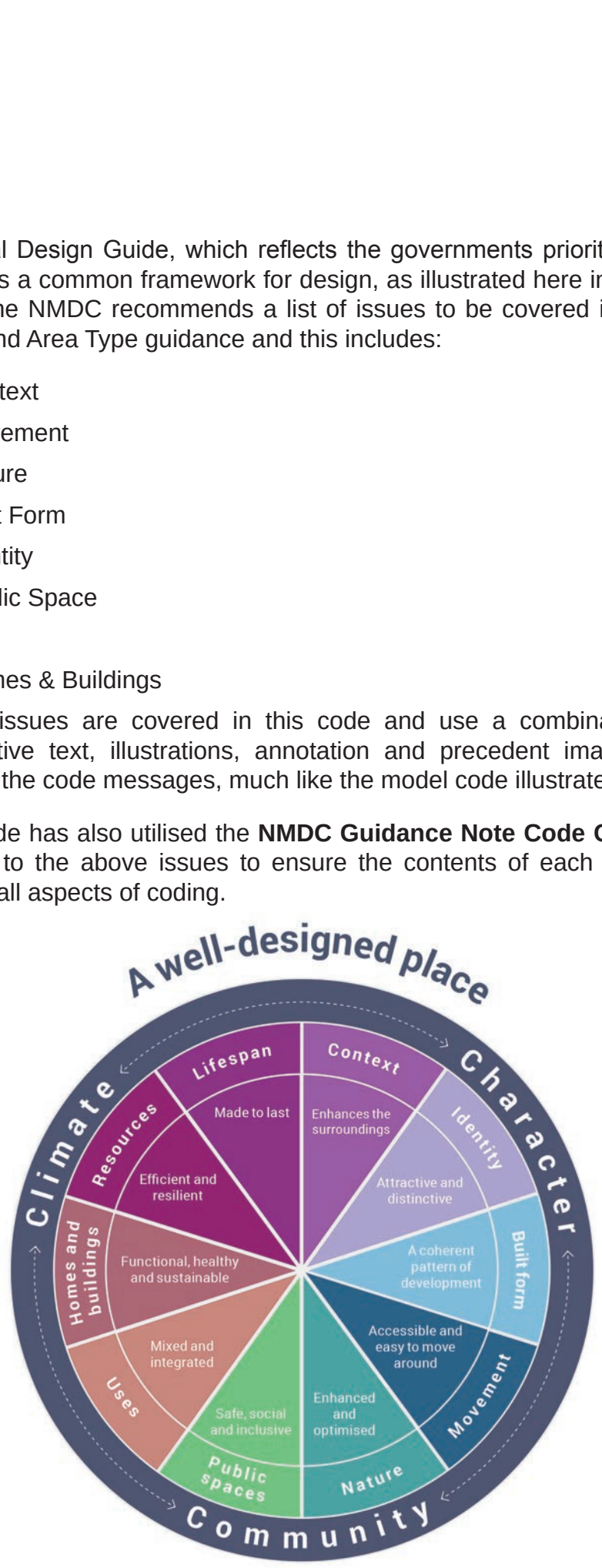


Figure 1.1 The Ten Characteristics of Well-Design Places

Design Code Role & Status

The development shall be designed in accordance with the principles and requirements of this Design Code. It is however recognised that there will be circumstances where a departure is justified on technical, design, viability or planning grounds. In those instances, a full justification for that departure shall be provided to the local planning authority for their assessment against the development plan and associated supplementary planning guidance.

THE CONSORTIUM

The land within the allocation is owned or controlled by a number of different developers and landowners, the majority of whom are working together to create a ***comprehensive & joined-up masterplan*** *for the whole allocation.* ***The Consortium*** *of* ***Casey, Barratt Redrow, Kellen Homes*** *&* ***Wain Homes*** *are all committed to developing & delivering a* ***sustainable development of good design quality*** *which will provide homes in a suburban & green location in which r****esidents can interact with nature*** *on their doorstep. The consortium are working hard together to* ***bring much need homes to Oldham*** *supported by appropriate services & facilities.*

Consortium Members

The Casey Group has been operating within the built environmental sectors for over 50 years and our award-winning activities span construction and development, civil engineering, public realm and environmental works, and plant hire.

Casey own a significant area of land to the east of the Metrolink line that is within the proposed scheme, and are committed to helping the Council deliver is exciting proposals for new homes and infrastructure.

Barratt Redrow has completed hundreds of new communities over the last 40 years. Barratt Redrow's award-winning homes are much loved by customers and Barratt Redrow want to ensure that the places and communities they create are equally valued.

Creating a better way to live by providing high quality homes is an integral part of Barratt Redrow culture and by using the principles set out in this document for its land interests within the Beal Valley allocation, Barratt Redrow will ensure that they leave a legacy of an attractive, sustainable and vibrant place to live for generations to come.

Kellen Homes are a responsible and sustainable developer, with a passion for delivering on our promises.

We create communities and neighbourhoods that people are proud to call home. We design and build new homes for sale and we also work in partnership with Local Authorities, Registered Providers and Build to Rent Investors to deliver high-quality affordable and social housing as well as privately rented homes. We build homes for everyone by offering carefully designed, spacious properties to suit a range of lifestyles and budgets.

The Kellen Homes team takes great pride in the design and workmanship of each new home we build. The team also holds vast experience in developing complex and brownfield sites, with site sizes ranging from 5 to 100+ acres. Our expertise to identify and convert complex sites sets us apart from other developers. We are proud that we 'get on with things' and deliver high quality homes at pace. Our multi tenure approach allows us to be agile in different market conditions and create sustainable communities.

Wain Homes are passionate about what we do and how we do it. We are constantly learning and evolving to ensure we remain an excellent place maker, to create places that enrich both the environment, and the way people live and work

We are pleased to have the opportunity to work with Oldham Council to provide an attractive residential scheme in Broadbent Moss. It is our commitment to design a n eighbourhood that will encourage high quality homes, sustainable connectivity and economic growth, in the best possible location.

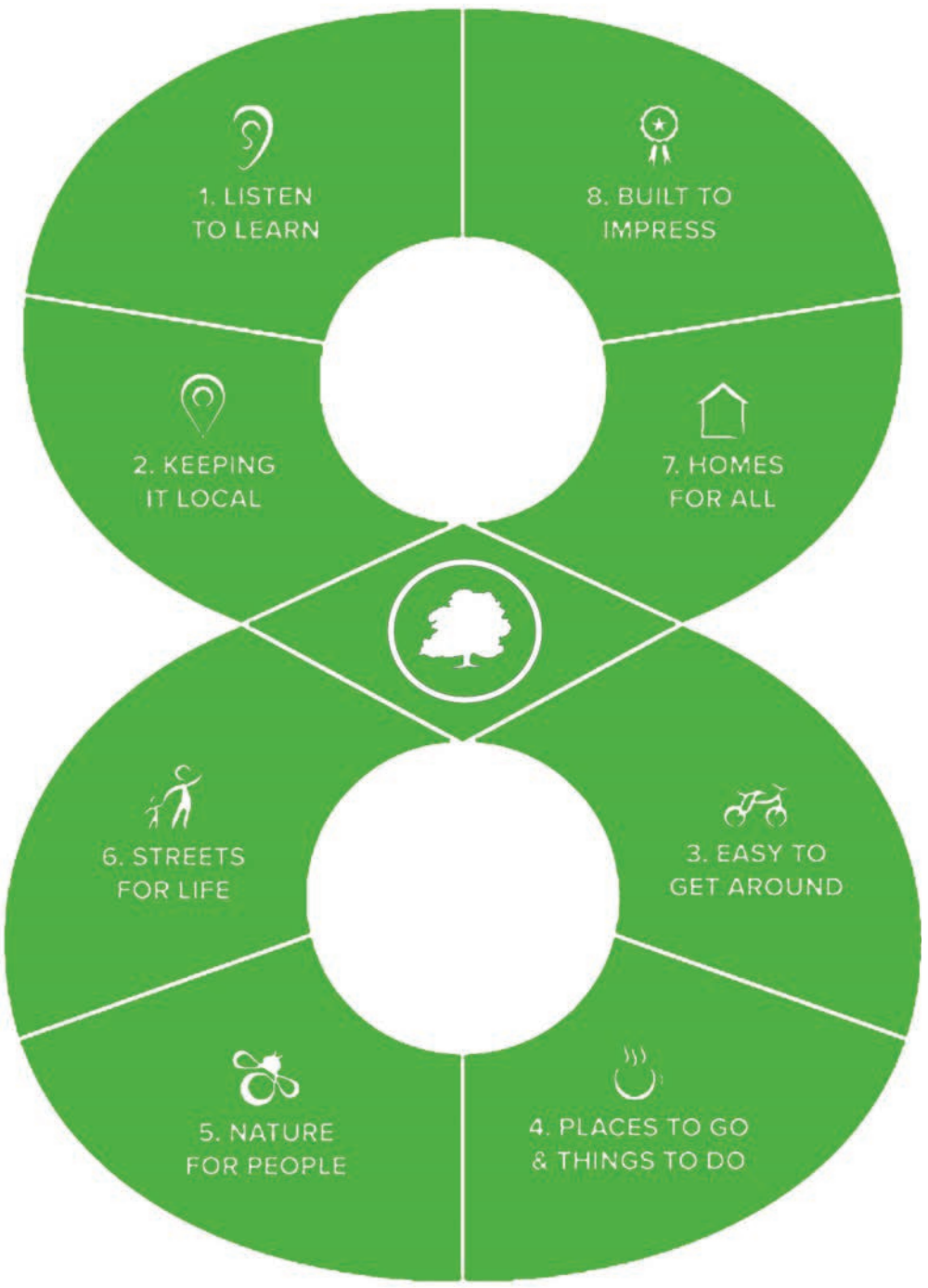
We also want to support the community, by enhancing the area through, much needed family homes (including affordable housing) set with a green environment, thereby providing a boost to local businesses, services, and facilities.

Placemaking Principles

Barratt Redrow have developed a comprehensive set of placemaking principles to be applied to all developments. The 8 principles have been developed through customer feedback as well as a review of best practice Urban Design and so the developer consortium has signed up to utilise these principles across both of the allocations.

The 8 principles provide a robust and deliverable framework for the creation of beautiful and successful places. The principles are focused on creating places that offer social and environmental benefits for new residents and the wider community they will become part of. The principles contribute to improving health and happiness and a sense of belonging.

The Consortium believe that really good places to live are only created when the design concept starts when the needs of existing residents are considered along side the aspirations of the people who will form the new communities. The design team have used the 8 principles to guide and shape the development to ensure that it is responsive to the site and its context.





1. LEARN TO LISTEN

By listening and engaging with local communities and others at an early stage means we can consider how local views should inform our proposals and shape the vision for the new development. We use various methods to capture the views of the local community including design workshops, public exhibitions and digital consultation methods. Listen to Learn is also about listening to our existing customers and collating feedback on our homes and the design of our places which informs the design of new places in the future.



2. KEEPING IT LOCAL

Understanding the unique and important characteristics of the site and its locality helps us create a distinctive and responsive new community that knits into the wider area. This is done by retaining and incorporating important feature such as mature trees and other landscape features in to the new development as well as by using locally distinctive materials on our homes. Wherever possible we will also strive to create connections to the local area for pedestrians and cyclists to help tie the new community into the locality and make it easy to reach local destinations.



3. EASY TO GET AROUND

We aim to provide well-connected new communities that provide for a range of ways of getting around including walking, wheeling and cycling. This provides the opportunity to make sustainable transport choices as well as benefit health and wellbeing. Wherever possible we integrate new foot and cycle paths with green corridors and spaces so that the routes are as attractive as possible. Making our places well-connected and easy to navigate makes them accessible to everyone.



4. PLACES TO GO AND THINGS TO DO

Wherever possible we strive to deliver a range of destinations within our new communities. On larger developments this may include new facilities such as a school, shops or a pub and on smaller sites it may mean a walking loop, nature pond, seating area, wildflower meadow, community orchard or allotments. Having a place to go of something to do gives our new places focal points for activity and helps to deliver a sense of community and belonging.



5. Nature for people

Enhancing existing and creating new wildlife habitats and connecting people to these places through thoughtful design enriches the environment on so many levels. By retaining and enhancing natural assets such as trees, hedgerows and water features and making them accessible we are creating attractive spaces and places that enhance health and wellbeing. Wherever possible we will incorporate natural spaces and wildlife habitats within a network of green infrastructure that is connected by footpaths and cycleways.



6. Streets for life

By designing streets as spaces and places for people we can create a network of safe and attractive routes for pedestrians and cyclists. Safe, attractive and welcoming streets help to create a sense of community as well as making it easier to live a healthier lifestyle. We aim to create a clear hierarchy of streets from tree-lined avenues down to quieter ‘shared surface spaces’ all of which are enclosed and defined by our attractive homes.



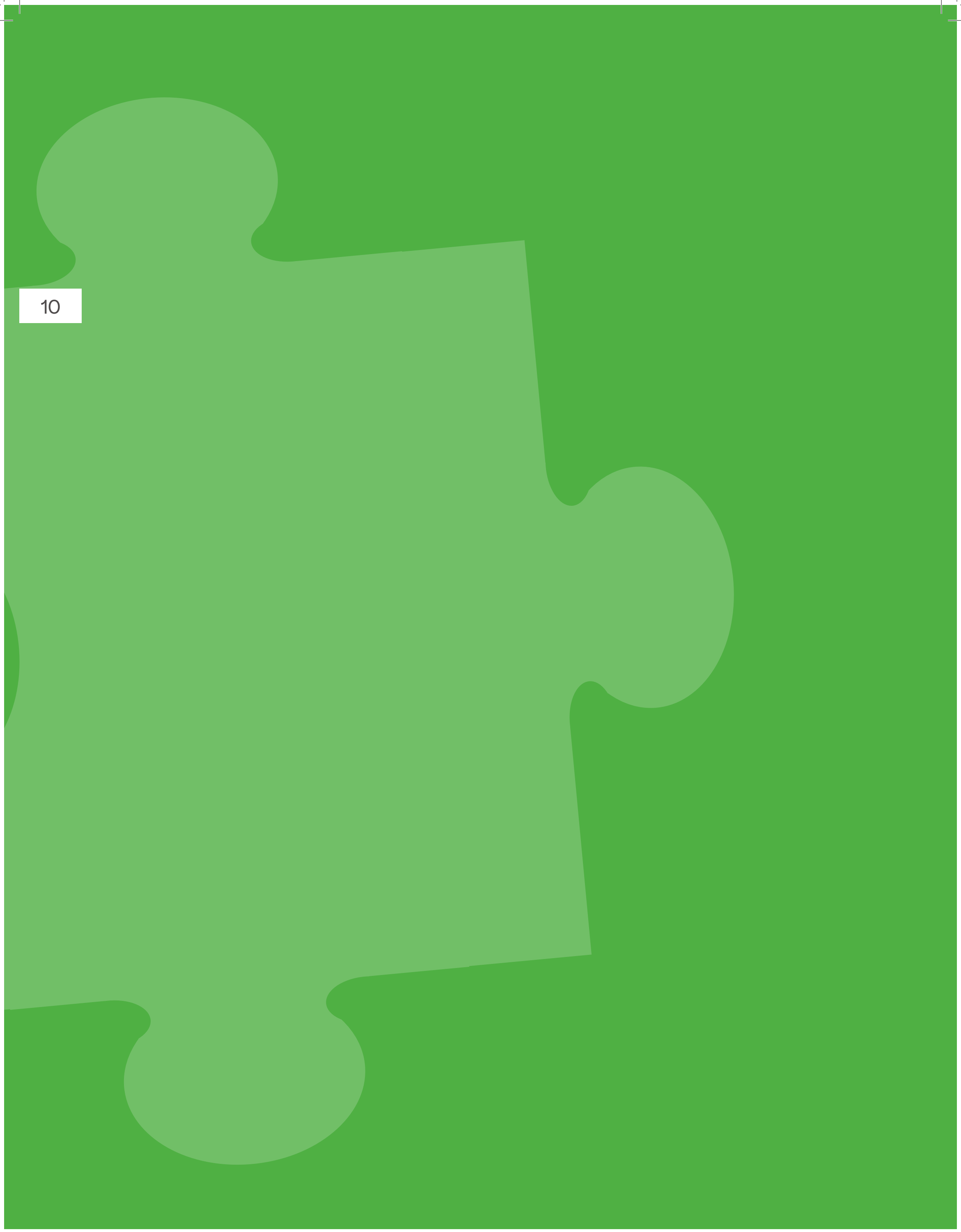
7. Homes for all

We strive to create balanced and thriving communities which contain a range of house types and sizes. These include 1, 2, 3, 4 and 5 bedroom homes as well as bespoke accommodation such as homes for the elderly and bungalows. Our Heritage Collection range includes a wide range of house types and sizes in an attractive and timeless style that creates harmonious and interesting street scenes.



8. Built to impress

We aim to create instant ‘kerb appeal’ and pride in the home and the street it is on with our beautiful homes and landscaping. Impressive entrances to the home, the street and the community as a whole are important in creating a ‘sense of arrival’ and the notion of arriving home. When all of our placemaking principles come together the overall effect and impact is greater than the sum of the parts to create truly impressive, thriving communities.


10

1. CONTEXT

Context

*The first stage in any project is to **understand & appreciate the town & local context** of the site so as to ensure **a solid understanding of the local area** & **how the site sits in its setting**. Context is key in terms of urban design, as national policy makes clear that **context must be used to inform the design process**.*

Site Location

Beal Valley and Broadbent Moss are located on the north eastern fringes of Oldham and about 3 kilometres from the town centre. The site is situated between Shaw Centre to the north, with the outskirts of Royton immediately to the west and Moorside to the east and Derker to the south. The neighbourhoods of Moss Hey, Shawside, Heyside, Sholver, Moorside, Near Barrowshaw and Derker all border the site to the north, east south and west.

Sub-Regional Context

Beal Valley and Broadbent Moss straddles the Rochdale to Oldham Metrolink Line, as illustrated in Figure 1.1 opposite, with Metrolink stops north at Shaw and south at Derker.

The nearest main roads to the site are the B6194 Oldham Road which abuts the site boundary to the west and the A672 Rippoden Road to the east. Oldham Road joins the A663 Shaw Road at the Big Lamp Roundabout just to the north west of the site with both routes heading south into Oldham town centre.

Beal Valley and Broadbent Moss are strategically located between Rochdale and Oldham with good strategic transport routes between the two towns, Manchester City Centre and the wider North West of England.

Existing local employment sites lie to the north at Shaw and Beal Hey and to the south west at Royton Moss and Royton. Wider employment opportunities can be easily accessed via the Metrolink, bus services and road network to the wider Oldham and Rochdale areas, as well as Manchester City Centre, the wider city region and North West of England.

The connectivity between Beal Valley and Broadbent Moss and existing neighbourhoods, education, health and community facilities to the west and east will be improved when the Places for Everyone allocations (JPA12 & JPA 10) are delivered through this masterplan.

A new link road is planned within that allocation and it will provide improved connections east to west across the valley, as well as a new Metrolink stop within the site, close to Bullcote Lane.

Beal Valley and Broadbent Moss is located at the interface between two housing markets, in terms of the site's wider context within Oldham. Higher density traditional terraces and large-scale redevelopment for primarily social housing are located around the town centre whilst the leafier suburbs are located around Chadderton, to the west, Royton, to the north and Saddleworth, to the east.

Local Context

Figure 1.2 over page illustrates the relationship of the Beal Valley Allocation with the immediate settlement edges of Shaw and Royton, as well as the interface with the Broadbent Moss allocation.

Figure 1.3 illustrates the contextual setting and connectivity between the site and adjoining neighbourhoods to the northeast, east and south.

Notwithstanding the topography of the sites straddling, as they do, the Beal Valley, access to Shaw Centre to the north and facilities in Shaw Side and Heyside/Brownlow are within a 5 to 20 minute walk of most of the site, and will thus have the ability to achieve the aspiration of creating a 15 to 20 minute walkable neighbourhood.

Shaw Centre has a good mix of facilities including shops, post office, pharmacies, health centre, library, supermarkets, pubs, cafés and restaurants and the increased footfall from the site would support its future viability and aid in creating prosperity.

Equally there a good mix of community facilitates to the west across Oldham Road from the sites with two primary schools; St Joseph's and Blackshaw Lane and a secondary school in the form of Royton and Crompton Academy.

To the east there area group of facilities in Moorside including a medical centre, post office, shops and Hodge Clough Primary school (across two sites).

To the south, within Deker, a further three primary schools are sited adjacent to the allocation; Woodlands Primary Academy, St Theresa's RC Primary School and Willow Park Primary Academy.

Parks, recreation grounds, sports pitches and play areas surround the allocation as illustrated over page, along with a number of places of worship.

A number of bus stops are located along Oldham Road, close to the western edge of the site at Colishaw Lane, St Joseph's Roman Catholic Church and Heyside Park with a number of bus stops along the Ripponden Road site frontage to the east. The western bus stops are served by Bee Network bus services including the 181 and 832 services which run between central Manchester (Piccadilly Gardens) and Shaw, Wrens Nest, Edenfield Road and Norden. The eastern bus services on Ripponden Road include the 82, 879, 835, 356 which run between Sholver, Watersheddings, Greenacres and Oldham Town Centre, or across to Higginshaw and Heyside. One service also appears to go across to Stalybrdige and Ashton-under-Lyne.

Allocation Boundary & Ownerships

The allocation boundaries and thus the masterplan boundaries are illustrated in Figures 1.2 and 1.3 over page. The two allocations have therefore been carefully considered holistically together and share common elements around connectivity, strategic green and blue infrastructure and the nature of their use-mix, based on the adjoining context and the symbiotic relationship between one another. The two allocations compliment each other, rather than compete.

The consortium control the majority of the site within the allocations and are the primary authors of this Spatial Design Code. The consortium have engaged with the other land owners, where possible, and have ensured that there are additional development opportunities within the allocation, where there is potential access and other constraints do not preclude built development. It is up to those landowners and their development partners to undertake the necessary technical work to bring their sites forward to planning.

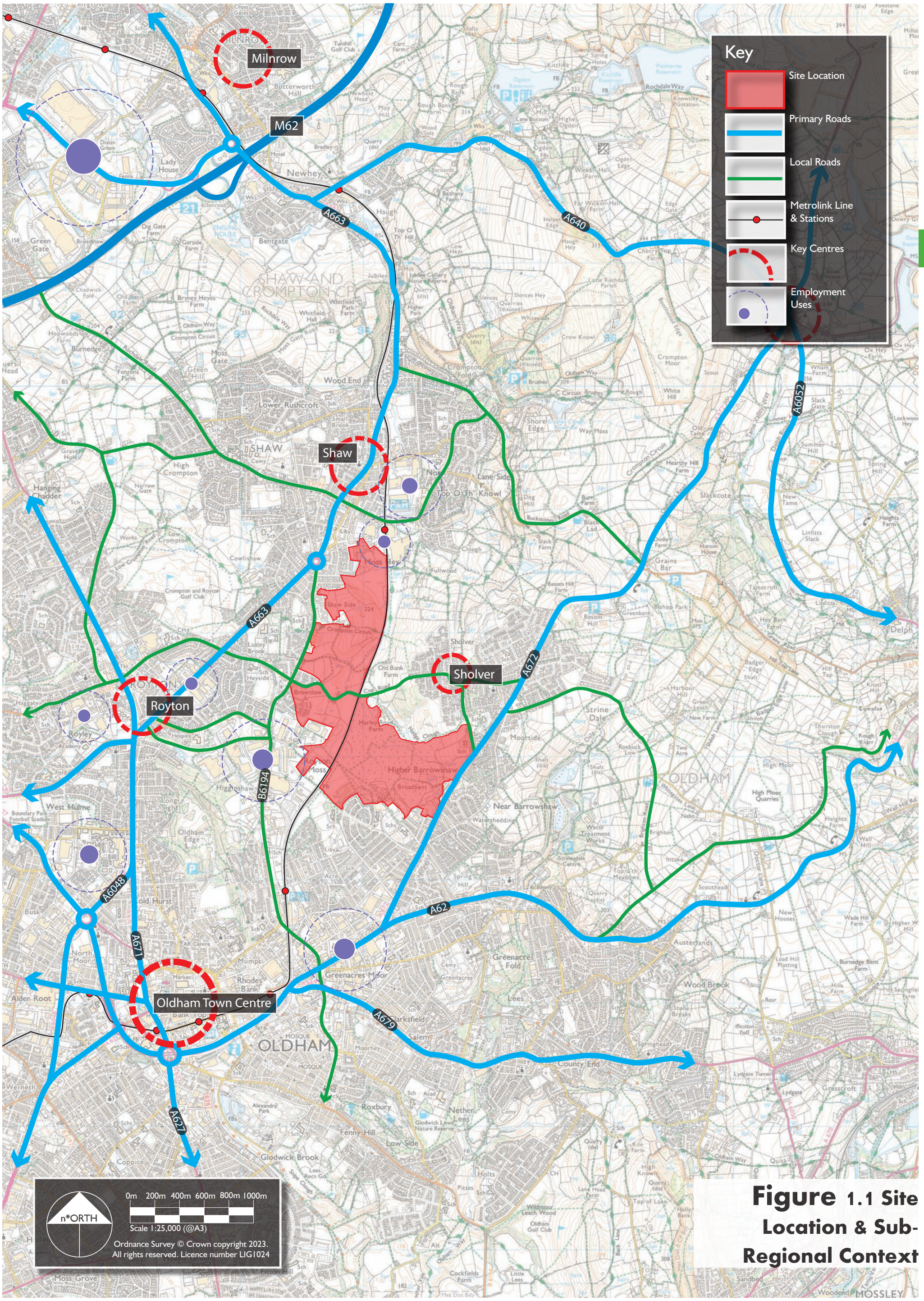


Figure 1.1 Site Location & Sub-Regional Context

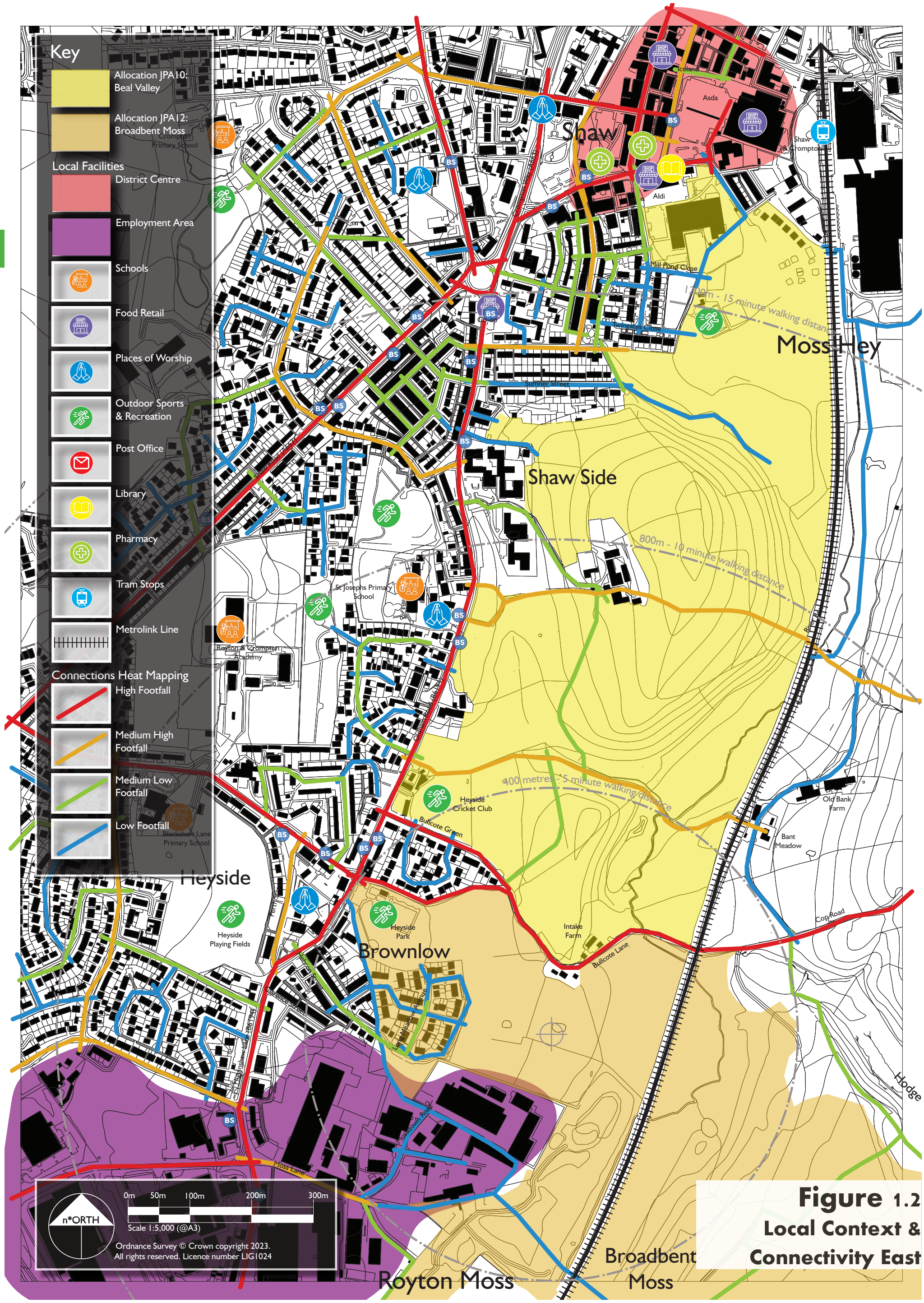


Figure 1.2
Local Context & Connectivity East

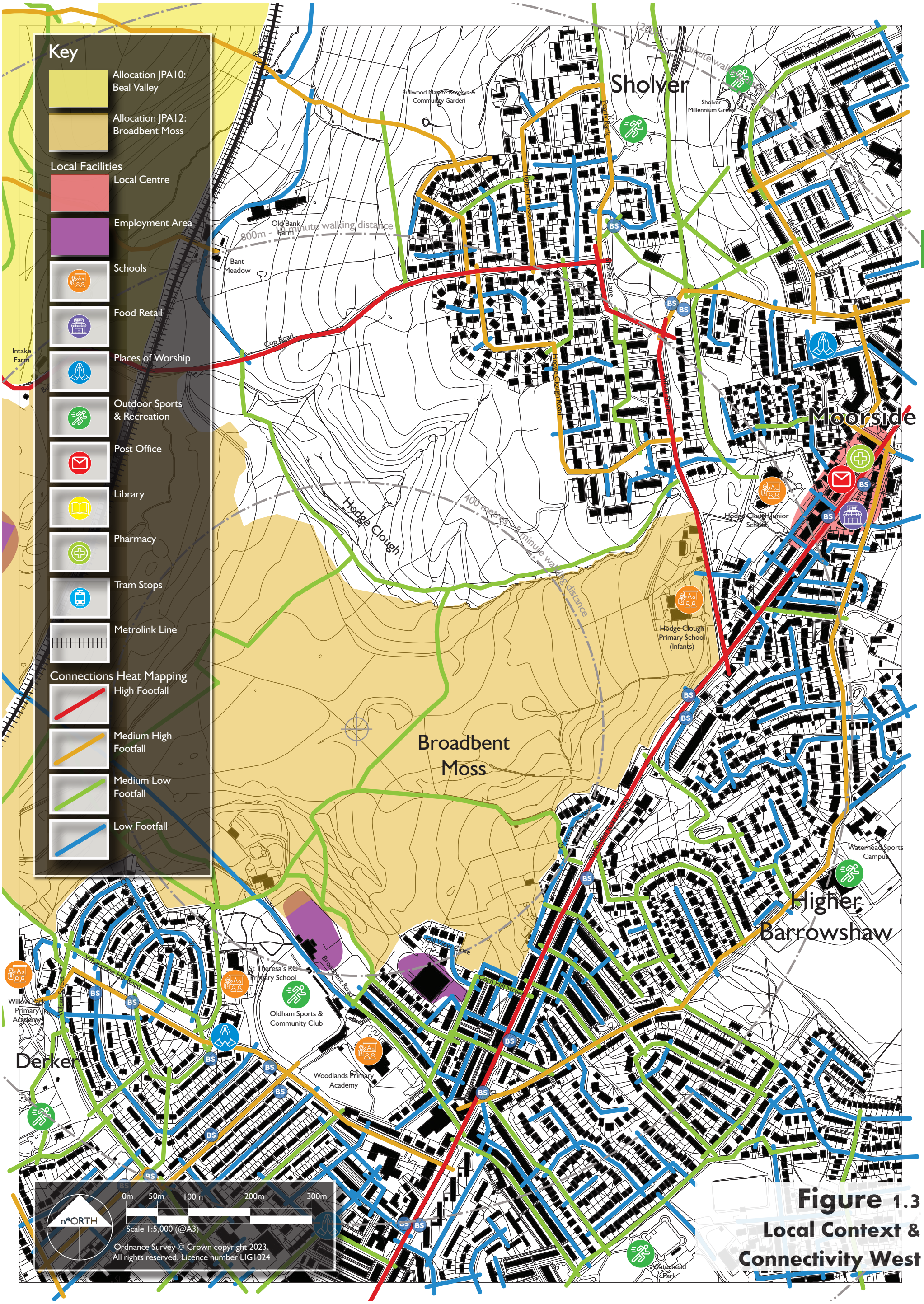


Figure 1.3
Local Context & Connectivity West



Shaw: Kershaw Street



Shaw Side: Queen Street



Heyside: Oldham Road

Local Vernacular

The neighbourhoods surrounding Beal Valley have a diverse range of architectural styles, layouts and detailing which is a reflection on the divers range of periods in which they were planned and constructed.

Whereas adjacent to Broadbent Moss areas there are a high proportion of Victorian terraced housing, particularly along historic routes (i.e. Ripponden Road and Sholver Lane) and areas (i.e. Derker, Sholver and Moorside). There are also early 20th century and post-war era developments contributing to the local vernacular through their use of distinctive character features.

These areas have also seen substantial expansion over the past two centuries with large late 20th and some 21st century, housing estates now constituting a majority of the area's built form. Many of these developments lack in design quality due to no reference to the local vernacular elements studied in this vernacular assessment.

A vernacular study has been undertaken to illustrate this variety in the surrounding neighbourhoods so that the interesting building forms, materiality and detailing can be reinterpreted in a contemporary way to ensure development within the Beal Valley and Braodbent Moss is both unique whilst having some references to the wider local character.

The local neighbourhoods that were studied adjoining Beal Valley include:

- Shaw
- Shaw Side
- Heyside
- Luzley Brook
- Royton
- Clough

Those adjoining Broadbent Moss include:

- Moorside
- Watersheddings
- Stoneleigh Park (east of)
- Sholver
- Derker
- Brownlow

Unique streets within each neighbourhood were selected and reviewed with the following concise narrative prepared which sums up the achitypes for each area.

BEAL VALLEY

Shaw

Shaw is home to a lot of Victorian terraced housing, along with several pockets of Victorian/Edwardian semi-detached dwellings such as those along Chamber Road. These homes are more elaborate in design than the standard terrace using bay windows, projecting gables, porchways, sandstone window sills and headers, brick façade details, red brick boundary treatments and overall scale.



Shaw: Chamber Road

By contrast, the typical terrace in Shaw have either a red brick or sandstone façade, painted (often white or black) window cills and headers, arched/decorative door surrounds and eaves dentil courses. They also lack boundary treatments or only have small setbacks, always with low rise red brick or sandstone walls.

Shaw Side

Shaw Side is similar in character to Shaw with the exception that several streets such as Queen Street and Frederick Avenue have distinct character features. Frederick Avenue (and Bertha Street) are host to attractive semi-detached dwellings with steeply pitched catslide roofs that are considered a distinctive roof type and vernacular feature. They also have red brick façades and grey slate roofs, as well as stone window sills and headers, bay windows and a blend of wrought iron and red brick boundary treatments.



Shaw Side: Fredrick Street

Queen Street terraces are more atypical in relation to the typical terraced neighbourhoods surrounding it. This is due to their higher degree of detailing found in the arched upper floor windows, timber porchways and 'bookend' end terraces with sandstone gables. The front facing 'bookend' terraces project slightly forward from the central terraces, adding interest to the row of terraces. They are also setback with small front gardens bounded by sandstone walls with painted sandstone caps.

Heyside

Heyside's building stock is of a later origin that the surrounding neighbourhoods, with a majority of homes having been constructed mid 20th century. St Mark's Avenue is an example of this form of development where terraced and semi-detached homes are setback with reasonably sized front gardens. The homes have red multi brick façades and rosemary tile roofs, along with



Heyside: St Mark's Avenue



Luzley Brook: Shaw Road



Royton: Radcliffe Street



Clough: Cheetham Street

modest detailing typical of the era. Detailing includes projecting gables to the corners and there are red multi brick window headers.

Oldham Road is a historic route connecting Shaw with Oldham. As such there are pockets of Victorian short-run terraced housing fronting the road. They have sandstone or red brick façades with grey slate roofs with small setbacks bounded by red brick/sandstone walls with small front garden setbacks bounded by red brick/sandstone walls with stone gateposts. Similar to the detailing of surrounding terraced neighbourhoods. Heyside terraces often have painted window cills and headers, decorative door surrounds and brick dentil courses at the eaves.

Newbank House is a Grade II Listed early 19th century property located along Oldham Road adjacent the Site. This double-fronted building is now a daycare nursery but was historically a single dwelling. It has a pale render façade, sandstone cills, sash windows, a grand pillared doorway and is one of the largest historic homes surrounding the Site and nearby areas.

Luzley Brook



Luzley Brook: Shaw Road

The Luzley Brook area roughly encompasses a linear strip of homes around Shaw Road between Shaw and Royton. Shaw Road is another historic route with mostly Victorian long-run terraces fronting either side of it. Terraces are largely red brick, with the occasional sandstone façade, with grey slate roofs. Detailing includes a blend of either beige or black painted window sills/headers and door surrounds. The terraces have small setbacks bounded by low-rise red brick walls capped with painted sandstone tops, always matching the colour of the painted window and door treatments.

There are also several pockets of postwar terraced housing. These are short-run terraces, typically between 4 and 5 dwellings in length, with each home wider and generally larger than their Victorian counterpart. The Victorian terraces are identifiable by their darker bricks, more ornate detailing, narrow width and smaller setbacks from the road.

Royton



Royton: Hillside Avenue

Comparative to the other area's studied, Royton is a large area with several era's of development contributing to its character. Similar to Shaw, Shaw Side and Clough and Luzley Brook, Royton has a lot of terraced housing of identical character to these areas.

The Lowe Green/Hillside Avenue/ Radcliffe Street area of Royton, to the east of the town has a more distinct character. Homes have high pitched projecting gables, red brick boundary treatments, and significant front gardens with lawns, along with grass verges interspersed amongst them. These features give the area a pronounced green character akin to Garden Village neighbourhoods. They have red brick façades, grey slate roofs and very modest detailing, with the steep pitched gables being distinct character feature of the development.

Clough



Clough: Beal Lane

Homes in the Clough (or Fullwood) are today mostly detached or semi-detached with late 20th and early 21st century housing estates. Historically, the area's prevailing house type was Victorian terraces, much like the terraced development in surrounding neighbourhoods. Most of the terraces have sandstone façades, grey slate roofs and sandstone door and window surrounds, giving the terraces a distinctive monochromatic aesthetic. This differs to the typically painted window cills/headers and door surrounds of nearby terraced developments.

There are also pockets of red brick terraces such as those along Beal Lane. These are comparatively more elaborate than the long-run terraces adjacent, with bay windows, recessed entrances/porchways, low rise red brick boundary treatments, sandstone window and door surrounds and brick dentil courses along the roofline.



Moorside: Dickens Street



Watersheddings: Prince George St



Stoneleigh Park: Peveril Street

BROADBENT MOSS

Moorside

Moorside is a linear residential area centred around Ripponden Road, where the majority of homes are terraces and ranging between 4 and 9 dwellings in each run. The shorter length terrace rows are of post-war construction, with each individual terrace typically wider than the Victorian/Edwardian terraces found in the longer-length rows of terraces. Most are red brick with grey slate roofs, although there are several pockets of sandstone/gritstone elevated terraces distributed throughout.



Moorside: Turf Pit Lane

Most terraces have typically modest detailing with sandstone/gritstone headers and sills. However, there are several examples of more unique details with roads such as Dickens Street having arched terrcotta/brick mouldings above windows and doorways. Many houses also have stone quoins around doorways, such as on many terraces along Turf Pit Lane and Dickens Street.

Watersheddings

Watershedding's is host to a mix of house types, including detached, semi-detached, terraces and apartments. Historic terraces along key routes constitute the area's local vernacular. They have red brick façades, grey slate roofs and brick mouldings above each window and door, as well brick line courses between upper and lower floor windows, such as on the terraces lining Count Hill Road. These types of brick details are only found in several areas across Oldham, with the terraces often only having stone headers and sills in place of brick mouldings.



Watersheddings: Count Hill Road

Ripponden Road is one of the area's key routes where predominantly Victorian terraces line either side of the road. The terraces here have typical detailing such as simple stone window headers and sills, stone door surrounds/headers and decorative brick dentil courses along the eaves.

Stoneleigh Park (east of)

East of Stoneleigh Park, and directly south of the Site, are several examples of Garden Village-style estates around the Tennyson Street, Whetstone Hill Road, and Peveril Street areas. The 20th century estates have a mix of short-run terraces of typically four dwellings and semi-detached homes that are typically positioned on corners. There are also several pockets of terraced bungalows. They all have red brick façades, grey slate or rosemary tile roofs, substantial front gardens (often with driveways and lawns) and a mix of low-rise red brick walls and hedgerow boundary treatments.



Stoneleigh Park: Tennyson Street

Terraces are 'bookended' with front facing gables that project slightly forwards, adding interest and variation to the row of terraces.

Detailing includes sandstone/gritstone window headers and sills, stone corbels, arched doorways, Staffordshire blue brick horizontal/vertical course, and projecting gables being the only noteworthy façade features. The Tennyson Street area is also only one of very few areas to have pinkish red rosemary tiles as the roof treatment.

Sholver

Sholver's traditional built form is concentrated along Ripponden Road and several historic streets radiating from it, such as Sholver Lane. Unlike other areas studied, Ripponden Road in Sholver is host to a number of large early 20th century semi-detached homes. They typically have red brick façades and clay or grey slate roof slates/tiles. Detailing includes arched door mouldings, hanging clay tiles (on gables or upper floors), Mock Tudor gables, projecting gables, bay windows, and clay roof ridge tiles.



Sholver: Ripponden Road

Historic streets such as Sholver Lane include typical sandstone/gritstone terraces with simple stone window surrounds and door headers. Some terraces have bare stone headers/sills whereas others have been painted various colours. They are also typically bounded by low-rise sandstone/gritstone walls, some with wrought iron fencing and gates.

Derker

Derker has rapidly expanded in recent years with multiple new build housing estates recently completing within the neighbourhood.



Derker: Bartlemore Street

Amongst the new housing estates are pockets of historic buildings such as those on Bartlemore Street and Mayfield Road, reflecting the area's Victorian-era origins. Most of the terraces are typical of the wider area with red brick façades and grey slate roofs, along with brick dentil courses, stone window sills and headers, stone door headers. Boundary treatments include low rise red brick walls which are frequently adorned with wrought iron railings and sandstone/gritstone caps.

Terraces on Bartlemore Street and Melrose Street are earlier examples of the area's Victorian origins. The homes here have a higher degree of detail with polychromatic brick courses and window/door headers, arched windows and decorative mullions. There are few other examples of this in the area's studied, as well as across the wider Oldham area.



Sholver: Sholver Lane



Derker: Mayfield Road



Brownlow: Heyside Avenue

Brownlow

Brownlow is host to a cluster of historic terraced streets, as well as more recent mid 20th century homes such as those on Heyside Avenue.



Brownlow: Clarence Street

The terraces vary in grandeur, with those on Clarence Street having a higher level of detailing with red brick Flemish bonding, roof dormers, two decorative dentil courses, and ornate stone door surrounds. This contrasts to the typically modest detailing of the terraces found on nearby Hebron Street, which illustrate the level of detailing found on a majority of the Victorian terraces around Oldham.

Heyside Avenue has mid-20th century semi-detached homes with distinctive ‘cat slide’ roofs giving them a unique character. They also have lower storey red brick façades with contrasting upper storeys rendered, as well as low-rise brick wall boundaries, and hanging clay pan tiles on their bay windows.

VERNACULAR SUMMARY

Across the surrounding residential areas there are a high proportion of Victorian terraced housing, particularly along historic routes and around local centres. There are also large 20th century housing estates, however, many of these lack character or any reference to the local vernacular buildings. There are also several pockets of detached and semi-detached vernacular buildings such as those on Frederick Avenue in Shaw Side and Chamber Road in Shaw.

Whilst there are a variety of character features identified within and across the different areas adjoining Beal Valley and Braodbent Moss, there are elements that are consistently present amongst the built form. These include:

- Red brick or gritstone façades (Note: typically more gritstone buildings the further north you go
- Grey slate roofs
- Front facing projecting gables
- Decorative brick dentil courses (particularly along the eaves and between upper and lower storey windows)
- Sandstone/gritstone window sills and headers
- Arched window moulding/header (e.g. Dickens Street – Moorside)
- Decorative door surrounds or headers
- Bay windows
- Low red brick/sandstone/gritstone walls
- Hanging rosemary tiles on part of façade
- Mock Tudor gables

Constraints & Opportunities

Topography & the Water Catchment

The site topography is illustrated opposite in Figure 1.4. The steep sided character of the Beal Valley is clearly illustrated with almost a 100 metre change in level between the valley bottom and the overlooking ridges which will make development of the allocation challenging.

The valley has be shaped and eroded by the River Beal and its tributaries with the watercourses flowing through the landscape forming steep sided cloughs, wetlands and mosslands which straddle the course of the river.

Human intervention has attempted to control and channel the river, by initially draining the land and channelling the river to dry the land for agriculture and then subsequently harnessing its power and heat carrying capacity for industry throughout the industrial revolution.

Those previous interventions have changed the character of the valley and also increased the potential for flooding along it course. The masterplanning of both beal Valley and Broadbent Moss provides the opportunity to re-wild and re-wriggle the watercourses and slow the flow of the water draining from the land, which in turn will lower the possibility of flooding down stream during storm events.

Trees & Woods

There is relatively little tree cover across the Beal Valley allocation, as illustrated over page in Figure 1.5. Much of the existing tree cover is confined to the site peripheries and within adjoining private gardens outside the allocation boundary. The majority of Beal Valley is a heavily grazed upland agricultural landscape, currently with little opportunity for natural regeneration of native tree and scrub species to occur. The northern third of Beal Valley is more heavily tree'd and are made up of steep valley slopes, isolated field compartments, closed landfill sites, open spaces, nature reserves or are within the Flood Zones.

Native boundary hedgerows border some of the fields, albeit they have not been managed and are over mature. The peripheries of the Broadbent Moss allocation have a good level of pioneer woodland establishing which creates a backdrop to the more open central area of the site, as illustrated over page in Figure 1.5. The central area of the site is more open rough grassland with pockets of natural regenerating native tree and scrub species.

Public Rights of Way

The site is criss-crossed with Public Rights of Way (PRoW) as illustrated in Figure 1.5 over page.

Within Beal Valley two of these routes; PRoW: 90 CROMP and PRoW: 96 ROYT run east to west from Oldham Road down into and across the valley, over the Metrolink via level crossings and on up the valley towards Sholver.

Other PRoWs run north to south with PRoW: 67 ROYT running from Bullcote Lane in the south before joining PRoW: 96 ROYT. PRoW: 93 CROMP continues the route of 67 ROYT from 96 ROYT north until it reached Birshaw Hall and joins with PRoW: 90 CROMP. No footpaths continue north through the Beal Valley and the upper half of the allocation has no existing PRoWs within it making current pedestrian access to Shaw from the site difficult.

Five of the routes within the Broadbent Moss allocation which are made up of PRoWs: 115 OLDH, 116 OLDH, 117 OLDH, 118 OLDH, 119 OLDH, 120 OLDH, and 121 OLDH, run from the Beal Valley/Metroline/ Higginshaw Industrial Estate north west to south east across the valley, and on up the valley towards Ripponden Road, Higher Barrowshaw and into Derker. Other PRoWs run north east to south west across the site connecting Sholver with Derker and include PRoWs: 116 OLDH, 159 OLDH and 188 OLDH.

There are many more desire lines formed by walkers and off road scrambling bikes/quads within Broadbent Moss, the routes of which are visible in Figure 1.5. Many of these desire lines will be formalised within the masterplan proposals to increase connectivity within and out of the site to the surrounding neighbourhoods, green spaces and retained green belt.

Watercourses & Wetlands

The River Beal runs through the valley and crosses into the site under the Metroline about half way along the western boundary of the site, as illustrated opposite in Figure 1.4. The river flows north in a curving course before flowing back under the Metrolink adjacent to the Cop Road bridge and continuing it's course north into the adjacent Beal Valley allocation.

The river is straddled by wetlands in the valley bottom, as also illustrated in Figure 1.4, which also generally correlate with Flood Zones 2 and 3 as illustrated in Figure 1.5 over page.

Due to the undulating topography of the site a series of springs issue from the valley slopes within both allocations and flow down into the valley. The Beal Valley springs are located within the south western quadrant of the site with the northern most one running north to south and southern most one running south to north. These small watercourses flow through the agricultural fields and are channelled through field ditches before conjoining in a side valley and turning east to join the Beal.

The Broadbent Moss springs flow along the cloughs or in self-made rills across the site. These springs are located within the upper slopes of the eastern half of the site and flow to the west, forming small ponds through their journey towards the River Beal.

Local Wildlife Site/Sites of Biological Importance

A series of overlapping nature designations are located at Shaw Side. A local Wildlife Site (LWS) covers a larger area of land to the south of Shaw, as illustrated in Figure 1.5. Within that designation are a patchwork of other habitats designated in the form of SBI's, including small areas of modified grassland, designated as 'g4' in the Local Nature Recovery Strategy (LNRS), along with 'f2a' Lowland Fen, 'f2' Marsh and 'w1g' broadleaved woodland, their exact locations within the LWS can be viewed in the Greater Manchester Nature Network Map.

The Metrolink

As stated previously the Metrolink line between Oldham and Rochdale runs along the eastern border of the Beal Valley allocation and splits the Broadbent Moss Allocation in two. Existing stops are located to the

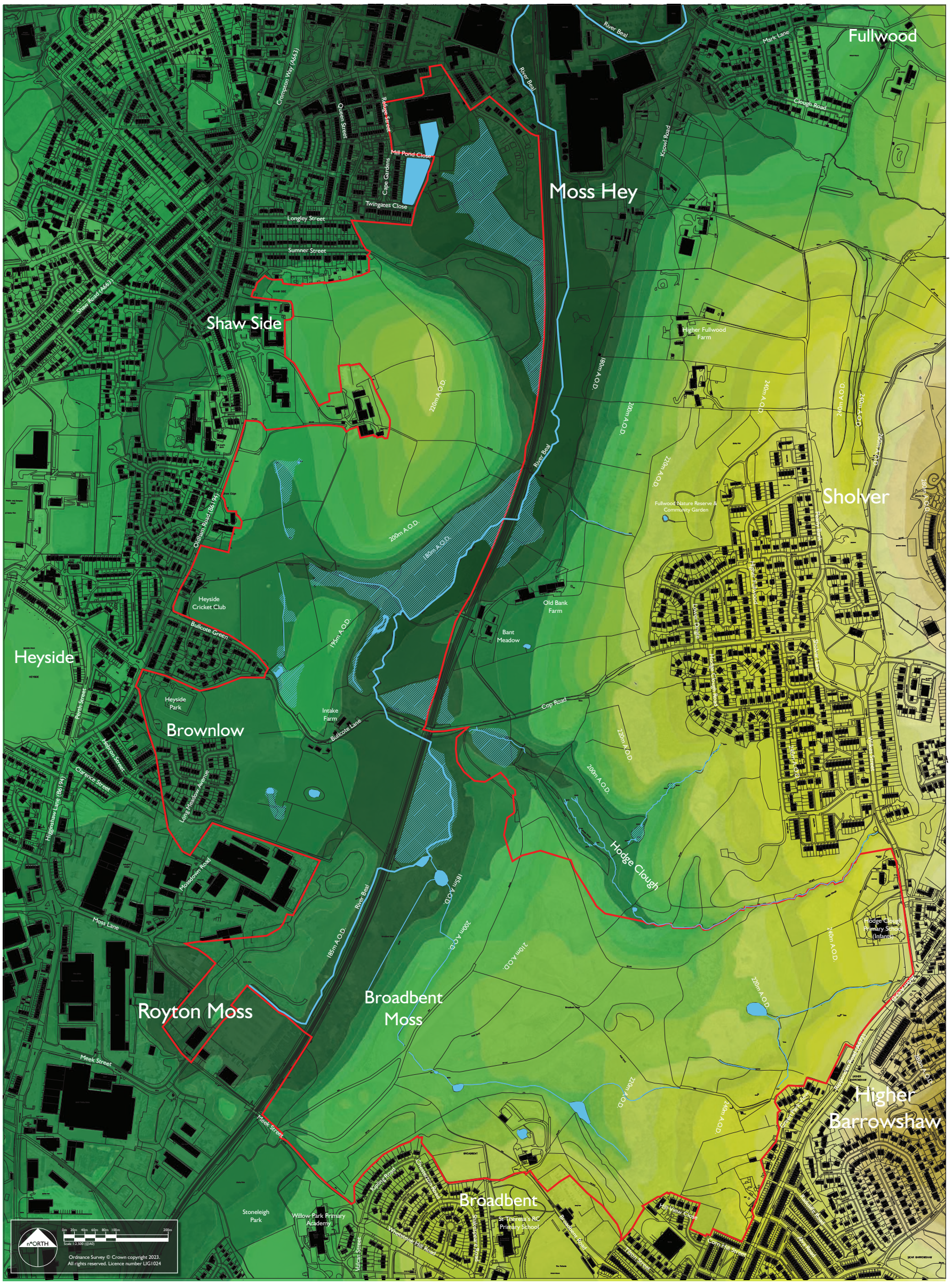


Figure 1.4
Topography

north serving Shaw and Crompton and to the south serving Derker and Royton.

A new Metrolink stop is proposed as part of the proposals for Broadbent Moss. The allocation policies require that both Broadbent Moss and Beal Valley contribute to the delivery of the stop and associated park and ride facilitates and ensure the masterplans take account of connections and that related facilities are built into the proposals.

Potential noise and vibration issues with the Metrolink need to be considered, however, such issues would primarily affect the parcel to the west of the Metrolink as those to the east are separated by retained green belt, flood zones and areas of ecological wetland habitats and so considered negligible due to the distance between the Metrolink and potential development areas.

Connections & Access

The site benefits from direct frontage onto the local highway network. The A672 Ripponden Road bounds the site to the east whilst the B6194 Oldham Road bounds the site to the west. This provides the opportunity for access onto the wider highway network providing access to town centre and the wider areas of Oldham.

In addition, Cop Road/Bullcote Lane runs in an east-west alignment through the site, linking to the B6194 Oldham Road to the west and the road network within Sholver to the east. There are widths constraint along certain sections of the carriageway, which impact on vehicle and pedestrian movements. But the site benefits from frontage onto large sections of the carriageway which provides the opportunity for improvements to be provided for all users.

Based on the ownership of the site, there are also opportunities for access to be provided to Meek Street to the south-west of the site and Green Park View to the south-east.

Bus stops & Services

The site is located within walking distance of the bus stops located along the B6194 Oldham Road and the A672 Ripponden Road. These can be accessed via the existing footway provision located within vicinity of the site. These bus stops along Oldham Road provide 3 hourly services to Oldham and Shaw town centres and an hourly service to and from Manchester city centre. Whilst the bus stops located along Ripponden Road provide 3 services an hour to and from Oldham and hourly services to Ashton-under-Lyne and the Saddleworth areas.

Therefore, the site benefits from located in close proximity to bus service provision which provides access to areas of employment, education and leisure provision. The masterplan for the site will look to link with this existing provision, whilst also providing the opportunity for bus service permeability through the site.

Views & Vistas

There are two key views within or across the Beal Valley site. The first is a 360 degree panoramic view from the top of the central hill within the site. Views from the crest are shortened to the north west by the existing urban fringes of Shaw but views north east can be had to the Pennines, east to Sholver and the eastern valley slopes and up the valley into the inner suburbs of Oldham around Derker and Royton Moss.

The second is formed between the central hill and a ridge to the south by Intake Farm, breached by the watercourse which drains this part of the site and flows into the Beal creating a Clough and framed views from Oldham Road across the Valley to St Thomas' Church at Moorside.

There are three key views within or across the Broadbent Moss site. The first two provide views from the centre of the site out to St Thomas' Church to the north east and a long view up the Beal Valley towards Crompton Moor. The second view is from the northern boundary of the site at the Cop Road bridge south west across the western half of the site towards the wooded ridge of Oldham Edge.

Heritage & Archaeology

There are two listed buildings that border the Beal Valley allocation. Birshaw Hall is centrally located on high ground just to the south of Shaw Side and New Bank is located fronting Oldham Road just north of Heyside Cricket Club. Policy JPA 10 and JP P2 require that these heritage assets are taken into account and their settings are considered as part of the design proposals.

Residential Amenity

As discussed in previous chapters of this code the allocation are bordered by the existing neighbourhoods of Shaw Side, Heyside, Sholver, Higher Barrowshaw, Derker and Brownlow with existing properties backing or fronting onto the site. Existing residents within these areas will need to be considered in terms of the residential amenity and the overlooking of their homes and gardens.

Employment Interfaces

Existing employment interfaces with Duke Mill to the very north of the Beal Valley would need to be considered if this Mill was to come forward for an alternative use rather than employment. The rest of the allocation is fronted by existing residential neighbourhoods and so potential nuisance in terms of noise and air pollution from industrial processes is minimal.

Existing employment interfaces with the Higginshaw Industrial Estate to the south west of Broadbent Moss will need to be considered in terms of noise and air quality.

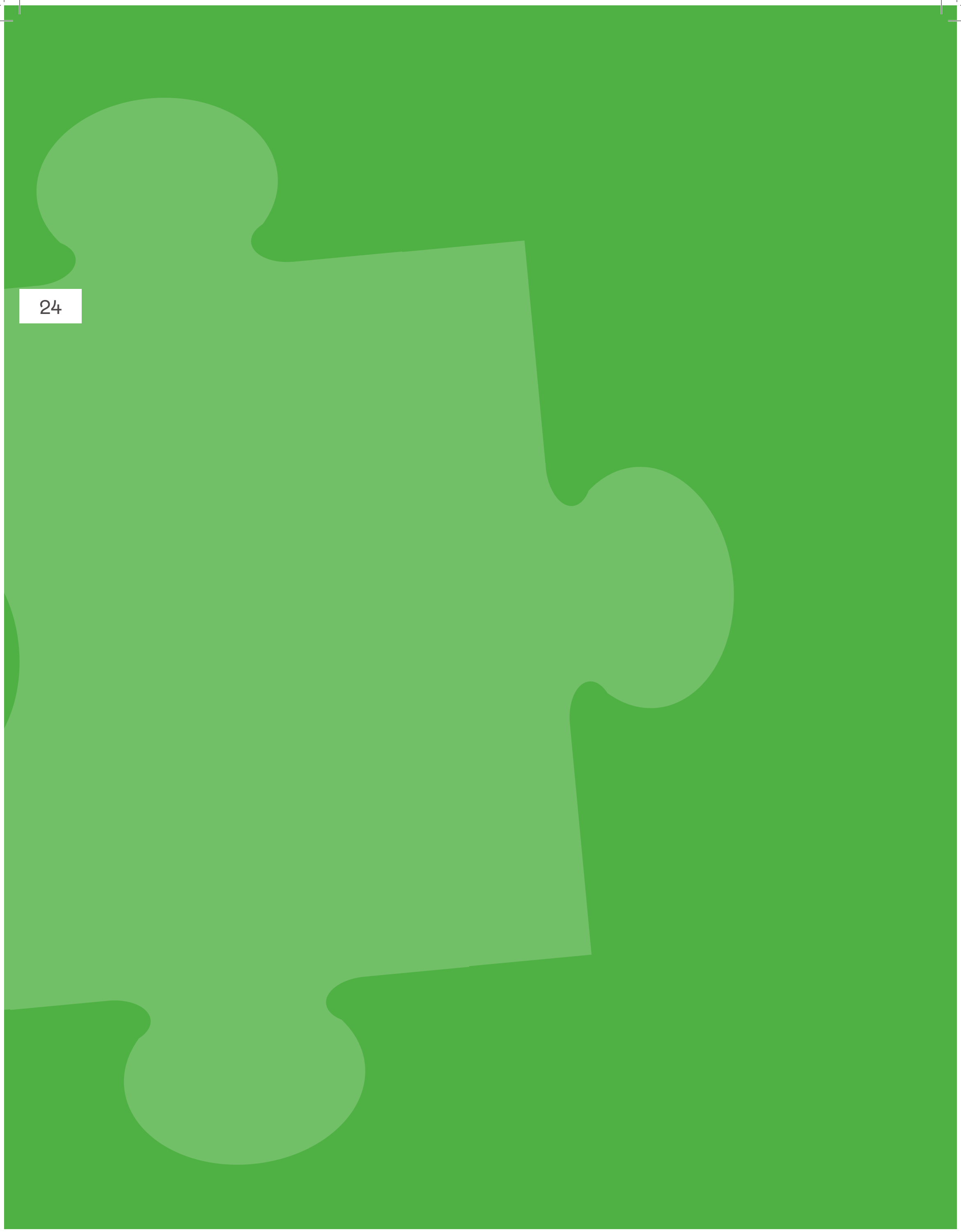
Landfill

A former landfill site is identified in Figure 1.5 within the north eastern quadrant of the Beal Valley. The area is heavily wooded, allocated as open space and would remain as such and so the ground would not be disturbed in this location. The centre of Broadbent Moss also contains a closed landfill site.

Green Belt

Part of the allocations were removed from the Green Belt as part of Places for Everyone, following careful consideration of site constraints and opportunities, married with the need to meet Oldham's housing needs. Significant swathes of land remain in the Green Belt, which will be enhanced and strengthened through subsequent planning applications. The parcels of land identified as suitable for development will greatly assist Oldham deliver a wide variety of housing types and sizes as required by national and local planning policy.


Fullwood
Moss Hey
Shaw Side
Sholver
Heyside
Brownlow
Royton Moss
Broadbent Moss
Broadbent
Higher Barrowshaw
Holy Trinity Parish Church
Crompton Way (A663)
Queen Street
Refuge Street
Mill Pond Close
Cape Gardens
Twingates Close
Longley Street
Sumner Street
Shaw Road (A635)
River Beal
Park Lane
Clough Road
Knowl Road
Higher Fullwood Farm
Fullwood Nature Reserve & Community Garden
Pearly Bank
Higher Fullwood
Lower Dingle
Stoneleigh Avenue
Oldham Road (B6194)
Heyside Cricket Club
Bullcote Green
Heyside Park
Intake Farm
Bullcote Lane
Old Bank Farm
Meadow Bank
Cop Road
Hodge Clough Road
Stoneleigh Avenue
Perth Street
Hebron Street
Clarence Street
Higginshaw Lane (B6194)
Lowside Road
Moss Lane
Meek Street
Royton Hall Road
Kipling Road
Chesterton Road
Shakespeare Road
Whitestone Hill Road
Vulcan Street
Willow Park Primary Academy
St Theresa's RC Primary School
Stoneleigh Park
Broadbank Walk
Hill View Close
Corn Hill Street
Tilton Street
Alva Road
Radcliffe Road
Rhodeswell Road (A627)
Wilkes Street
Hodge Clough Primary School (Infants)
Station 550m to south
Long Range views towards Crompton Moor
Mid-Range view across site to Oldham Edge
Mid-Range view across site to St Thomas' Church
St Thomas' Church
PRoW: 90 CROMP
PRoW: 93 CROMP
PRoW: 96 ROYT
PRoW: 67 ROYT
PRoW: 114 OLDH
PRoW: 111 OLDH
PRoW: 110 OLDH
PRoW: 109 OLDH
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24

2. VISION

Vision

*The first stage in any project is to **understand and appreciate the town and local context** of the site so as to ensure **a solid understanding of the local area** and **how the site sits in its setting**. Context is key in terms of urban design, as national policy makes clear that **context must be used to inform the design process**.*

Developing the Design Philosophy

Beal Valley and Broadbent Moss are located on the north eastern fringes of Oldham and the allocations of Beal Valley, allocation JPA 10 and Broadbent Moss, allocation JPA 12 share the same valley location, but are divided, one from the other, by Bullcote Lane/Cop Road. The Vision and masterplanning work has been jointly developed for both sites to ensure interconnectivity and the sharing of facilities has been taken into account.

Beal Valley and Broadbent Moss have a strong Green Infrastructure network and undulating and dramatic topography which creates a strong backdrop to the Beal Valley allocation and an amphitheatre-like setting to Broadbent Moss. The eastern valley slopes on which most of the Broadbent Moss allocation is located are distinctively different from the western slopes of the Beal Valley allocation in character, landform and local context.

A sympathetic landscape-led approach to development is required which works with the grain of the landscape whilst integrating it into the adjoining townscape. This chapter therefore sets out the evolution of the Vision Statement and Principles of Development for the two allocations.

e*SCAPE Urbanists follow the approach usually referred to as 'landscape-led' masterplanning, whereby the existing site features, topography and general flow of the landscape and surrounding context govern the form and scale of the development. Indeed, this approach is as much grounded in 'New Urbanism' as any other. New Urbanism calls on a rediscovery of walkable neighbourhoods and the priority of walking, cycling and public modes of transport over private motor vehicles. The approach thus allows streets to be taken back by communities as social spaces, as opposed to domination by the car.

Much of the landscape to the east of the Metrolink line where built development is proposed is effectively man-made and so there are opportunities to shape built form and open space in an effective and imaginative way.

Broadbent Moss is located at the interface between two housing markets, in terms of the site's wider context within Oldham. Higher density traditional terraces and large-scale redevelopment for primarily social housing are located around the town centre whilst the leafier suburbs are located around Chadderton, to the west, Royton, to the north and Saddleworth, to the east; as illustrated in schematic in Figure 2.1 opposite.

There is a disconnect between the two in terms of housing choice, quality and values. The regeneration of Oldham's town centre which includes the provision of 2,000 new homes and associated green spaces; along with the Places for Everyone (PfE) site allocations, including Beal Valley and Broadbent Moss providing up to 1,515 new homes, should be seen as a once-in-a-generation opportunity to rebalance these two housing markets with a blend of neighbourhood extensions, place making, new facilities and infrastructure that will tramnsform connectivity in this part of town.

Neighbourhood extension and creation at Beal Valley and Broadbent Moss will be part of this blended response to the rebalancing of the housing market in Oldham and act as a bridge between the two existing markets, offering something for everyone in terms of choice, quality, mix and location of homes within easy reach of existing local centres, surrounding neighbourhoods and Oldham town centre. This contextual understanding is crucial to the development of the masterplans for the two allocations to ensure they are part of the long-term renaissance of the town.

Crystallising the Principles of Development

Out of the above process of identifying the development aspirations, the use of the New Urbanism philosophy and understanding and incorporating the earlier masterplanning work, we can develop the initial Vision and development principles, as set out below:

A Vision for Beal Valley & Broadbent Moss

The National Design Guide (NDG) promotes the importance of a clear shared vision and supporting principles to ensure good placemaking at all points in the masterplanning process and beyond to delivery.

The development of these sites shall create a series of new/extended neighbourhoods in an arc from Shaw in the north west sweeping down to Royton and Derker in the south and out to Higher Barrowshaw in the east.

What is clear from the work undertaken by the council is that the early aspiration is to create a series of new/extended neighbourhoods on the fringes of the existing urban edge which are part of the existing communities, rather than a freestanding new place. These need to be integrated with existing neighbourhoods and local centres and be sustainable and inclusive. The neighbourhoods also need to be cohesively designed so that they are interconnected and accessible from one to the next. Existing green assets are key and their use and interaction with the neighbourhoods is paramount.

The local context; site topography, Metrolink corridor, the revised Green Belt boundary and existing green assets provides a clear steer that the proposed development areas west of the Metrolink will be neighbourhood extensions. The Beal Valley allocation will connect and interplay with Shaw and its local centre to the north, with the land south of Bullcote Lane relates to both Shaw and the fringes of Royton, including Heyside and Royton Moss to the west and south west. These neighbourhood extensions will have the ability to create much needed new footfall for Shaw District Centre and facilities located in Heyside and Royton Moss, adding to their vibrancy and vitality, supporting their future viability and creating prosperity as retail and community hubs and employment locations.

The southern fringes of the Beal Valley allocation will need to provide for a connection with the Broadbent Moss allocation on the opposite side of Bullcote Lane in terms of the link road, secondary and pedestrian connections to the proposed Metrolink Stop and Travel Hub/Park and Ride, adjoining neighbourhoods, employment areas and the wider rural fringe.

The proposed new Metrolink Stop and Travel Hub/Park and Ride will improve public transport links into Oldham and out to Manchester and Rochdale from this area of Oldham. Those transport links will include new or extended bus services which would utilise the proposed new link

New high Quality Neighbourhoods Delivering for Different Needs and Budgets

Integration with Existing Communities or providing new facilities where required

Excellent Connectivity with Oldham Town Centre

PROVIDING HOUSING CHOICE

Town Centre Higher Density Living

Inner Urban Housing Stock of Terraces and Former Council Estates

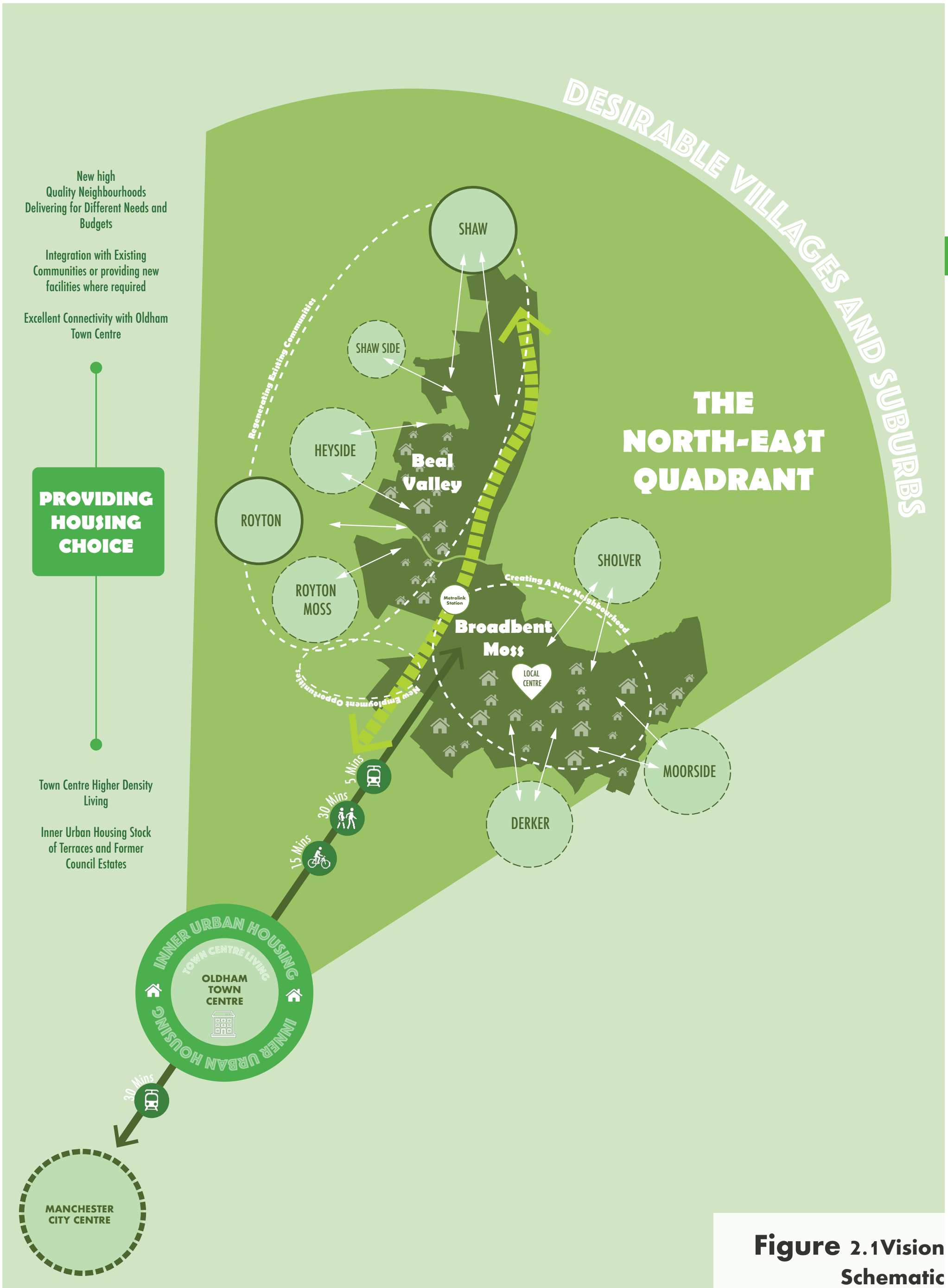


Figure 2.1 Vision Schematic

road and Metrolink Stop, providing an interchange between these two forms of public transport. The bus services would utilise the link road and pass through Beal Valley.

The land to the east of the Metrolink will play a different role; creating a new place surrounded by the existing neighbourhoods of Sholver to the north, Barrowshaw and Moorside to the east and Derker to the south. Incremental development in this part of the town since the mid-war period has created a more disjointed urban grain and the absence of a defined local centre. The new neighbourhood at Broadbent Moss has the opportunity to create a community focus with a hub potentially providing additional shops, small scale employment opportunities and community facilities. This new neighbourhood with its local centre will provide services currently missing from the adjoining neighbourhoods thereby spreading the wider benefits of investment, making the services more sustainable and ensuring the new facilities do not compete with Shaw and Royton.

Walkability and cyclability are key themes and whilst the topography can be challenging the ability to create a community where residents can access the services they need to live, learn, and thrive (i.e., the tram stop, bus stops, the local centre, schools, and recreational open space) within a comfortable 15 to 20 minute walk will be an integral element in the masterplanning of these allocations.

In summary we're creating an Urban Extension, but this is so much more. We aim to create:

- a series of neighbourhoods or neighbourhood extensions of varied density which provides a real choice of new homes to create or contribute to vibrant communities;
- strengthen existing facilities and services by providing new footfall to support viability and add vitality and prosperity to Shaw District Centre. Take account of new local facilities and services provided within Broadbent Moss in terms of shared facilities and services for the new and existing neighbourhoods potentially in the form of community services and shops;
- a new Metrolink Stop and Travel Hub/Park and Ride facility, new bus stops and routes providing opportunities for and encouraging sustainable forms of transport;
- a new sustainable interface and access to the wider rural landscape;
- a defined and finished edge which brings homes into the landscape and the landscape into the neighbourhoods;
- a softer fringe and Green Belt edge where people and nature interact and seamlessly integrate one with the other; and
- safer, attractive and more accessible open spaces and green spaces within the masterplan area and the adjacent retained Green Belt.

Green Belts can be some of the poorest landscapes in terms of visual, landscape & biodiversity quality so by developing these new neighbourhoods we need to ensure this green belt becomes an asset for the community and be a positive part of this 'new urban fringe'; accessible to all through good wayfinding, enhanced landcapes and improved access.

The Vision Statement derived from this appreciation of Broadbent Moss and its interrelationship with the Beal Valley and wider context is set out here with the underpinning Development Principles illustrated in Figure 2.2 opposite.

Vision Statement

"The Beal Valley and Broadbent Moss new urban fringe shall create new gateways into Oldham from Rochdale, the Pennines and the Peak District.

These interconnected new neighbourhoods or neighbourhood extensions shall provide high quality homes and living environments for families, couples and individuals in which to live and interact. Each neighbourhood will have its own identity which will be focused around a strong and vibrant public realm and green space network. Opportunities to interact with and discover nature will be key to the design of the green and blue spaces, bringing nature and wildlife into the heart of each neighbourhood.

In turn the neighbourhoods shall connect to a new Metrolink Stop and Travel Hub/Park and Ride facility and bus stops providing good connectivity to jobs and educational opportunities in wider Oldham and Greater Manchester.

The new neighbourhood extensions to the west of the Metrolink will merge and integrate with the existing neighbourhoods and their local facilities, adding vibrancy and vital footfall to them ensuring their long term viability and prosperity.

The new development to the east, whilst having connections to surrounding areas, will naturally have a degree of separation because of the topographical features separating it from the surrounding neighbourhoods.

Central to both will be the proposed new Metrolink Stop and Travel Hub/Park and Ride facility at Cop Road which will be closely associated to a 'hub' of commercial and community facilities positioned in the most sustainable location to serve new and existing residents. The ethos will be to ensure that this will be at the 'heart' of this new neighbourhood and within a 15 to 20 minute walk of all homes on the two sites.

The communities shall be designed in such a way to be outward facing and welcoming to adjoining neighbourhoods, providing clear and direct pedestrian and cycle access into this new urban fringes' facilities and green spaces and out into the surrounding countryside.

Each neighbourhood shall be orientated to maximise views out to the wider landscape and benefit from passive solar gain, with opportunities where appropriate for residents to grow their own fruit and vegetables within their gardens, community allotments and orchards.

Sustainability & biodiversity shall be cross-cutting themes within all aspects of day-to-day life in the neighbourhoods and will be integrated into the physical fabric of the place, being a key element in developing the unique sense of place for the area.

These new neighbourhoods shall create homes for both people and nature, living side by side in a shared environment."

DEVELOPMENT PRINCIPLES



- High quality and contextually sensitive design.
- Maximise benefits of site's physical characteristics including topography.
- Sensitively designed to take account of interfaces with adjoining neighbourhoods and wider rural landscape.
- Vibrant local centre/community heart.
- A strong brand identity and promotion of creativity including site-based community art projects.
- Adaptability of buildings.



- Promote opportunities for home working and home-based businesses.
- Encourage recreation, shopping, employment, food production, community events, formal and informal education.
- Encourage use of existing local centres.
- Strong connections between new and existing neighbourhoods.

Broadbent Moss

Vision



- Homes developed in a mix of tenures, sizes and locations.
- Explore opportunities for self-build homes.
- Community stewardship.
- Local food production.
- Encourage walking and cycling, promote outdoor play, social interaction and opportunities for self-learning.
- Facilitate required health services as part of the local centre/community heart.

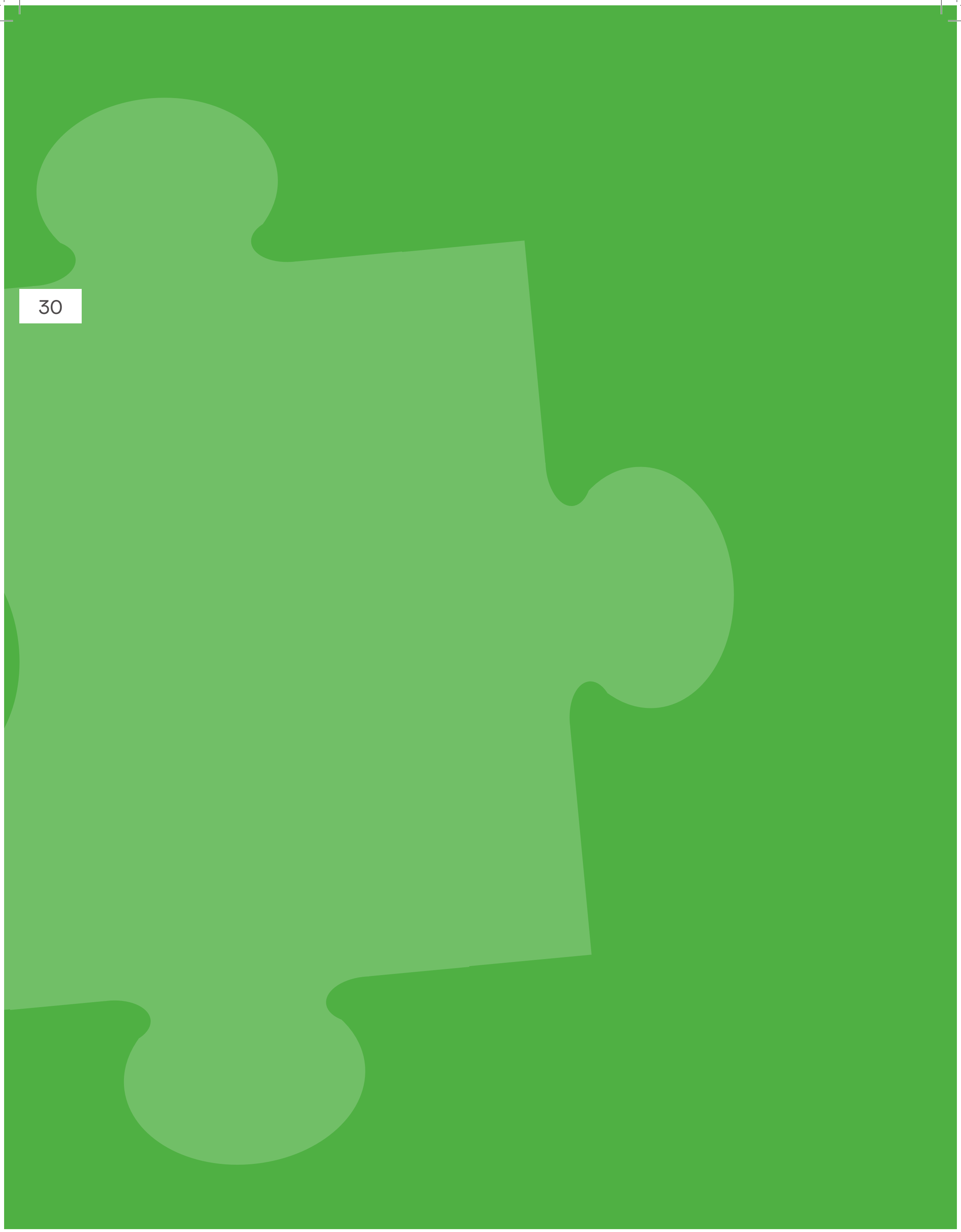


- Connected neighbourhoods
- Improved connectivity to Oldham Town Centre and Manchester City Centre.
- Streets which prioritise pedestrians over the private car.
- Streets and spaces designed for inclusivity.
- Walkable Neighbourhoods.



- Work with the existing features and habitats.
- A strong Green Infrastructure network.
- Aim for an increase in tree cover across the neighbourhoods of at least 15%
- Minimum 10% biodiversity net gain
- Sustainable Urban Drainage systems integrated into the green infrastructure network.
- Energy efficient buildings.

Figure 2.2 Development Principles


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3. PARAMETERS MASTER PLAN & SITE WIDE PRINCIPLES

Parameters

*The proposed **parameters masterplan** has emerged out of the process of understanding the site's current **opportunities and constraints**, it's **local context** and the **needs and requirements of the local community**. The **layers of urbanism** that make up the masterplan can be distilled out as individual **parameters** and those parameters are described below.*

Creating a Place

Following the appreciation of the allocation, as described in the previous chapters, a meaningful spatial masterplan can be created, as illustrated in Figure 3.1 opposite. Out of that masterplan the 'layers of urbanism' or individual parameters can be distilled which include the movement hierarchy, scale and massing, green and blue infrastructure, land use and quantum of development, as illustrated in Figures 3.2 to 3.5 over page.

These parameters explore the connections, spatial relationships and distribution of uses on the site and ensure a cohesive and well connected series of neighbourhoods will be created as part of the wider area. The following paragraphs describe the key elements and each of the parameters that are illustrated in the masterplan or in the parameters plans over page.

Gateways, Focal Points/Hubs & Squares

A series of gateways into the site and focal points/hubs in the form of a key green space have been identified within the site. These are locations, that announce arrival into the site from a road or footpath access point or are nodes within the site that help navigation through area and signal changes in character.

There are four focal point/hubs within the allocations:

1. Valley Focal Point,
2. Transport Hub,
3. Community Hub; and
4. Panoramic Focal Point.

The **Valley Focal Point** is located within Beal Valley on the key visual axis across the valley and so is formed on a central street junction and area of green space in the development. This location shall be designed to take advantage of the view framed by the bluffs, formed by the central hill and ridge to the south.

The **Transport Hub** is located at the proposed Metrolink Tram Stop and is proposed to incorporate the new tram stop, a bus stop, a car park and a local micro-retail facility in the form of a kiosk, all centred around a focal square.

The **Community Hub** is located at the heart of the development and enclosed by a mixed-use local centre which could include retail units, cafés, health centre. pharmacy, nursery, community meeting rooms, employment opportunities in a vertical mix of uses including apartments over the other uses.

The final hub is a **Panoramic Focal Point** located close to Ripponden Road at the top of Broadbent Moss providing views out across the valley and up to Shaw. This location shall be designed to take advantage of the view as a meeting space for residents and visitors.

The primary gateways within Broadbent Moss front on to Ripponden Road to the east, straddle the Metrolink via a proposed new bridge at Meek Street to the south west, with the third primary gateway located within the Beal Valley masterplan area at the Oldham Road access in the west.

The primary gateways are created at the point that the link road within the site connects into the existing street network. The built form on site will need to be of a form and massing to aid in creating this gateway and announcing arrival into both Beal Valley and Broadbent Moss.

Secondary access points are located along the existing Bullcote Lane/ Cop Road route and provide either arrival points into the Beal Valley/ Broadbent Moss allocations or announce arrival from Broadbent Moss into the Beal Valley or vice versa.

The other secondary access point announces arrival into the proposed employment area extension at Royton Moss.

Tertiary gateways will be created at lower order vehicular access points and pedestrian/cycle access points and will utilise a combination of existing/proposed landscape elements and built form, depending on their location, to announce arrival.

The squares will be enclosed by the built form and utilise shared space principles to aid in traffic calming and signify that the spaces are pedestrian friendly. Landmark buildings will be used within these spaces to create a focus to the space, assist in enclosing them and add interest in terms of townscape and character.

The Emerging Movement Hierarchy

Overlaying the masterplan is a finer grain network of movement routes including the tree lined link road, streets, lanes, shared drives and footpaths/cycleways, adding to the proposals permeability as illustrated in Figure 3.1 and 3.2.

The primary element in the hierarchy is the link road which would act as the main route into and through the site and connect Beal Valley with Broadbent Moss and on to adjoining existing neighbourhoods. This route provides an unfolding story to the site as one travels along its curving length. Over its length the link road will pass through residential neighbourhoods, the proposed Metrolink stop and local centre and so will change in character depending on the surrounding land uses.

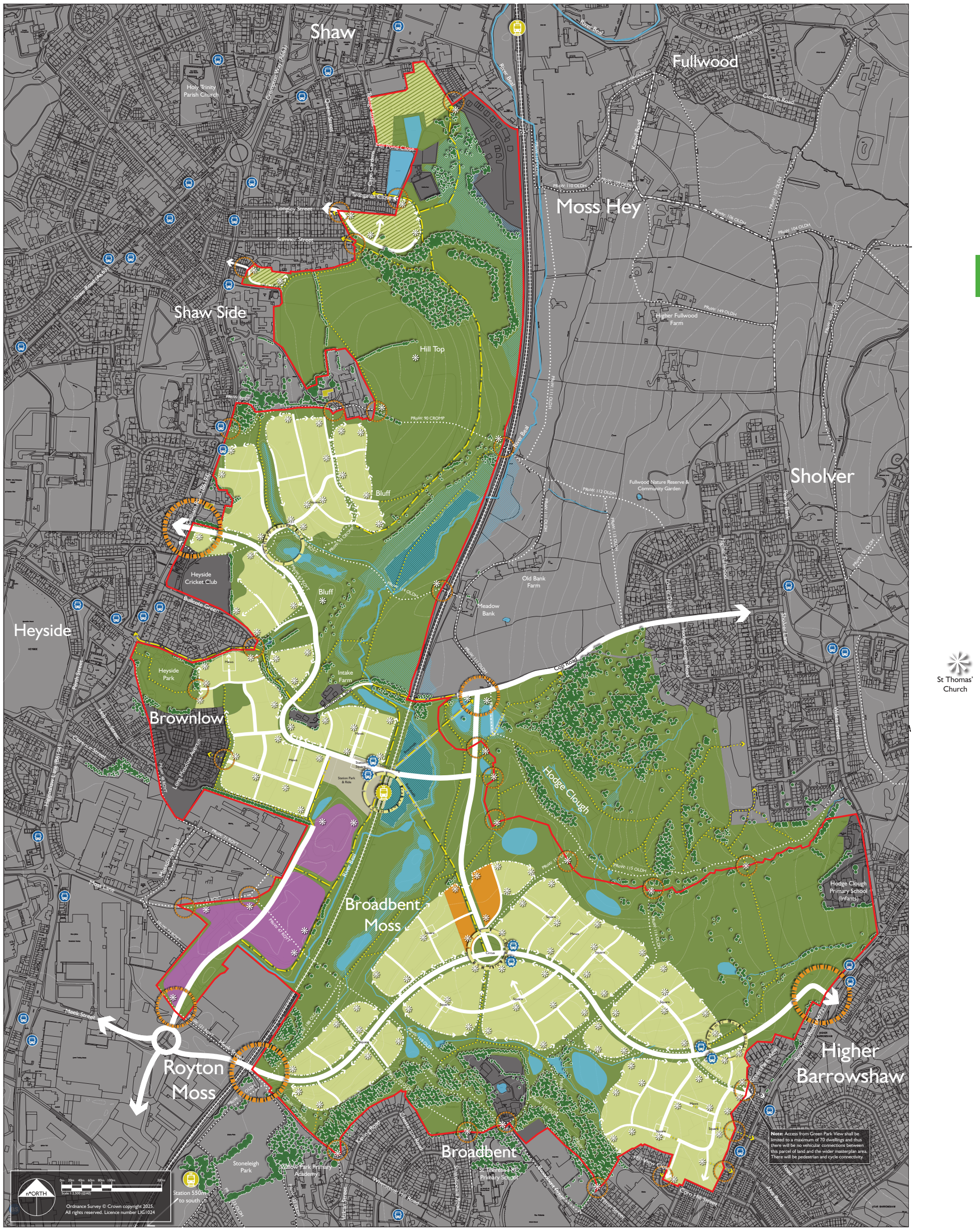
The link road will be in a broad tree lined avenue form, most homes will not take direct access from it but via adjoining streets or shared drives as illustrated in Figure 3.1 and 3.2. In the higher density core, around the travel hub the nature of the link road changes to reflect the more urban character of this area with stronger enclosure by the built form.

The development parcels will be accessed via streets, lanes or shared drives branching off from the link road.

Housing fronting the street will provide a clearly defined street frontage primarily based around 2 storey residential units. The street shall feed into lower order routes such as the lanes or shared drives, depending on the location in the site.

The lanes are based around traditional lanes, fronted and enclosed by 2 storey properties. Areas of public realm in the form of shared space squares will be created at key junctions and points in the layout.

The final element in the multimodal hierarchy is the shared drive which provides access to the homes on the perimeter of the development, overlooking the green spaces or those which front onto the link road. The drives take the form of simple shared space lanes providing access to a small number of homes. These drives form part of the interface



Key

- Masterplan Boundary
- Existing Contours
- Existing Trees & Woodland
- Public Rights of Way (Definitive Routes)
- Byways
- Watercourses & Swales
- Ponds & SuDS Basins*1
- Wetlands & Marshlands/ Strategic Flood Storage Meadows
- Metrolink Tram Line
- Metrolink Tram Stop (Existing/Proposed)
- Primary, Secondary & Tertiary Gateways
- Hubs & Focal Points
- Bus Stops (Existing/Proposed)
- Architectural or Landscape Landmarks
- Amenity Footpaths Segregated Amenity Footpaths/ Cycleways
- Listed Buildings
- Link Road
- Avenues
- Streets & Lanes
- Shared Drives
- Green Infrastructure
- Residential Development Parcels (Hatched parcels denotes potential housing opportunity)
- Employment Parcels
- P&R Facility
- Mixed Use Local Centre

Footnotes: *1 The SuDS management train is for illustrative purposes only. There are potentially significant re-modelling/groundworks to be undertaken on the Casey owned land and this exercise is envisaged to provide potential to accommodate SuDS features. Accordingly, the SuDS features depicted on the masterplan are highly indicative and are subject to change at the later stages of the design process.

Figure 3.1
Parameters Masterplan

between the homes and green spaces for the most part.

Architectural landmarks shall be created by using either 2.5 storey properties and/or buildings utilising a different material and detailing palette at corners and as header buildings on a visual axis etc, in locations as illustrated in Figure 3.1.

Amenity footpaths run throughout the green infrastructure network and provide connections between development parcels and out to the surrounding neighbourhoods and wider movement network, encouraging trips by foot and bicycle.

All streets within the hierarchy will incorporate trees to take on board the national government's requirement for tree lined streets, as set out in the NPPF.

Sympathetic Boundaries & Treatments

The development will be outward facing and respect existing adjoining residential areas. n The proposed built form shall overlook the proposed green spaces, providing passive surveillance of those spaces.

Existing landscape features such as the native woodland, scrub and wetlands shall be retained where possible, thus preserving the character and setting of the site and adjoining areas.

New planting shall be incorporated into the green spaces as described and illustrated in Chapter 5, Green and Blue Infrastructure. The green spaces shall be used for recreational amenity, as part of the sustainable drainage network (SuDS), enhance/create new ecological habitats to contribute to the site's biodiversity and contribute towards meeting biodiversity net gain policy requirements.

Scale & Mass

The character of these neighbourhood extensions that are to be created lend themselves principally to 2 storey development, based on the local context and designed to reflect the human scale of built form found in the surrounding neighbourhoods.

Up to 2.5 to 3 storey elements will only be used as header buildings in squares and at junctions and/or within gateway locations to create announcements of arrival, in a similar way to the taller built form in the surrounding neighbourhoods.

2 storey homes can be located in both the pink and red shaded areas as illustrated opposite in Figure 3.3, Scale and Massing parameters.

2 to 3 storey homes shall be located in the mid-red shaded areas of the parameters, as also illustrated in Figure 3.3.

Up to 6 storey development shall be located in the dark red area in the very north of the Beal Valley masterplan area off Refuge Street which is currently the location of a former cotton mill, more recently used as a distribution warehouse.

Green & Blue Infrastructure

The green infrastructure network, as illustrated in Figure 3.4 creates a green framework which wraps around the development parcels and retains the particular character related to the area; specifically existing site features such as the steep valley slopes, woodlands, pastoral grasslands, wetlands and riparian edge to the river corridor.

The green infrastructure covers circa 81.78 hectares/62% of the masterplan area and can accommodate play areas, informal amenity use and new ecological habitats. The green infrastructure network will ensure the retention of the majority of the existing maturing vegetation.

Set within the green infrastructure network will be much of the Sustainable Drainage (SuDS) management train. Consisting of swales, new ponds and water meadow style inundation zones which will have the capacity to intercept, hold and safely disperse storm water collected from the site.

Wildlife habitats and corridors will be an integral element of the green infrastructure network.

The design of the green infrastructure for both nature and residential amenity shall take account of the Pennine Foothills (West/South Pennines LCT which describes this area as typically comprising narrow, incised valleys cutting through rolling hills, with riparian woodlands and areas of parkland, creating wildlife corridors though densely populated urban areas. The spatial landscape strategy is described and illustrated in more detail in Chapter 5, Green and Blue Infrastructure.

Quantum & Mix of Uses

The location of this site for residential use is sustainably located on the edge of Shaw, Shaw Side, Heyside, Higher Barrowshaw, Derker and Royton Moss, within easy reach of local facilities by walking, cycling, bus or motor vehicle.

The masterplan areas of Beal Valley and Broadbent Moss is approximately 132.31 hectares in total and will include a balanced mix of retained uses (circa 4.75 hectares), residential development (circa 39.52 hectares/1,606 homes) and green infrastructure (circa 81.78 hectares). It is proposed that the homes will be set within a strong open space network, as illustrated in both Figure 3.1 and 3.4.

In addition to the on-site Green Infrastructure an additional 18.89 hectares of off-site green space around Hodge Clough will be used to enhance existing ecological habitats and improve access for local residents between Broadbent Moss and Sholver.

Homes with Character

As set out in Chapter 1 of this code we have undertaken a vernacular study of the surrounding neighbourhoods to appreciate the areas own unique architectural heritage. That understanding has been used within Chapter 7, Built Form to inform the future development of house types for this site.

Designing for Neurodiversity

The needs of neurodiverse users must be taken into account when designing the environments within the masterplan area. A more detailed narrative, setting out those needs, has been included within the Nature chapter, but those needs affect all aspects of design and thus all chapters within the coding in this masterplan. Much is related to choice and good urban design and should, by default, be addressed as designs are developed for each neighbourhood and the related green infrastructure.

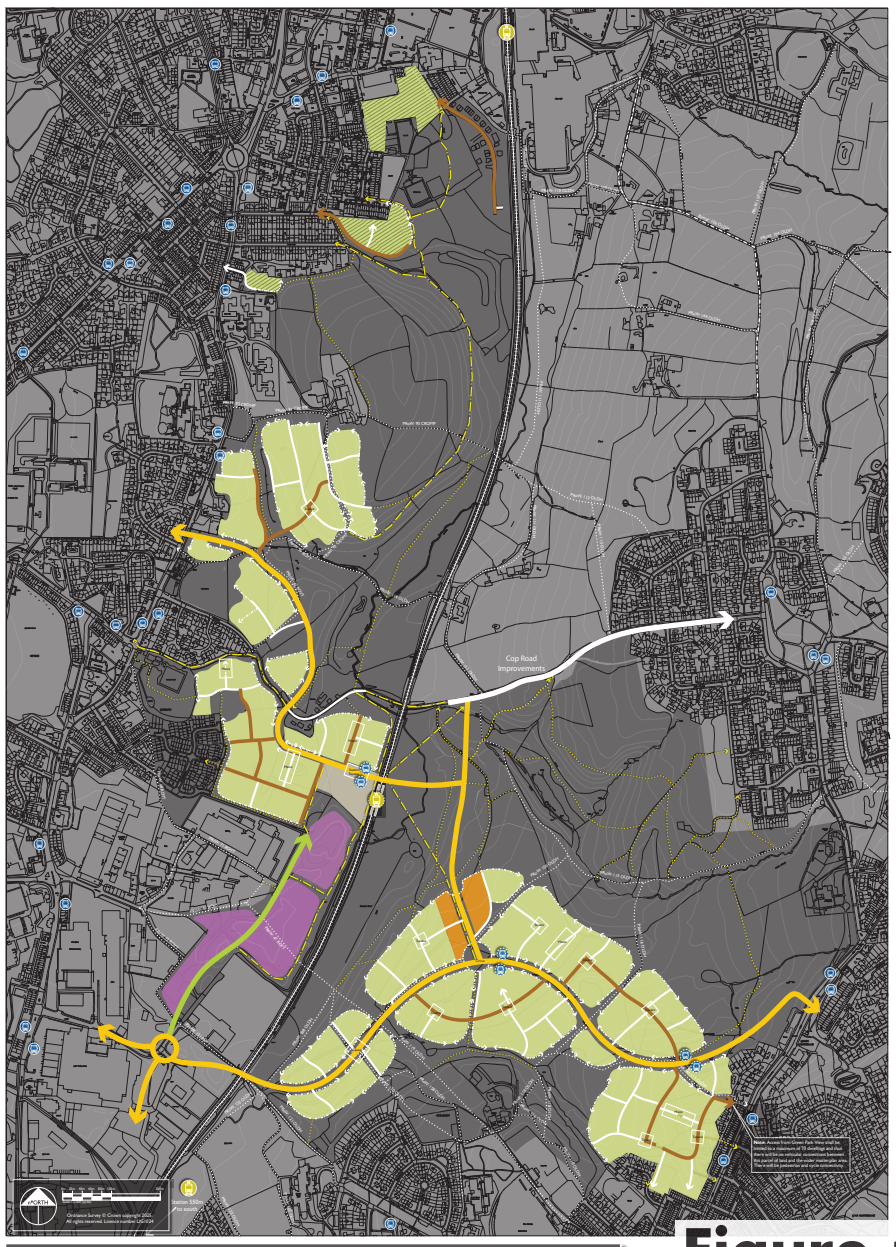


Figure 3.2 Movement Hierarchy



Figure 3.3 Scale & Massing

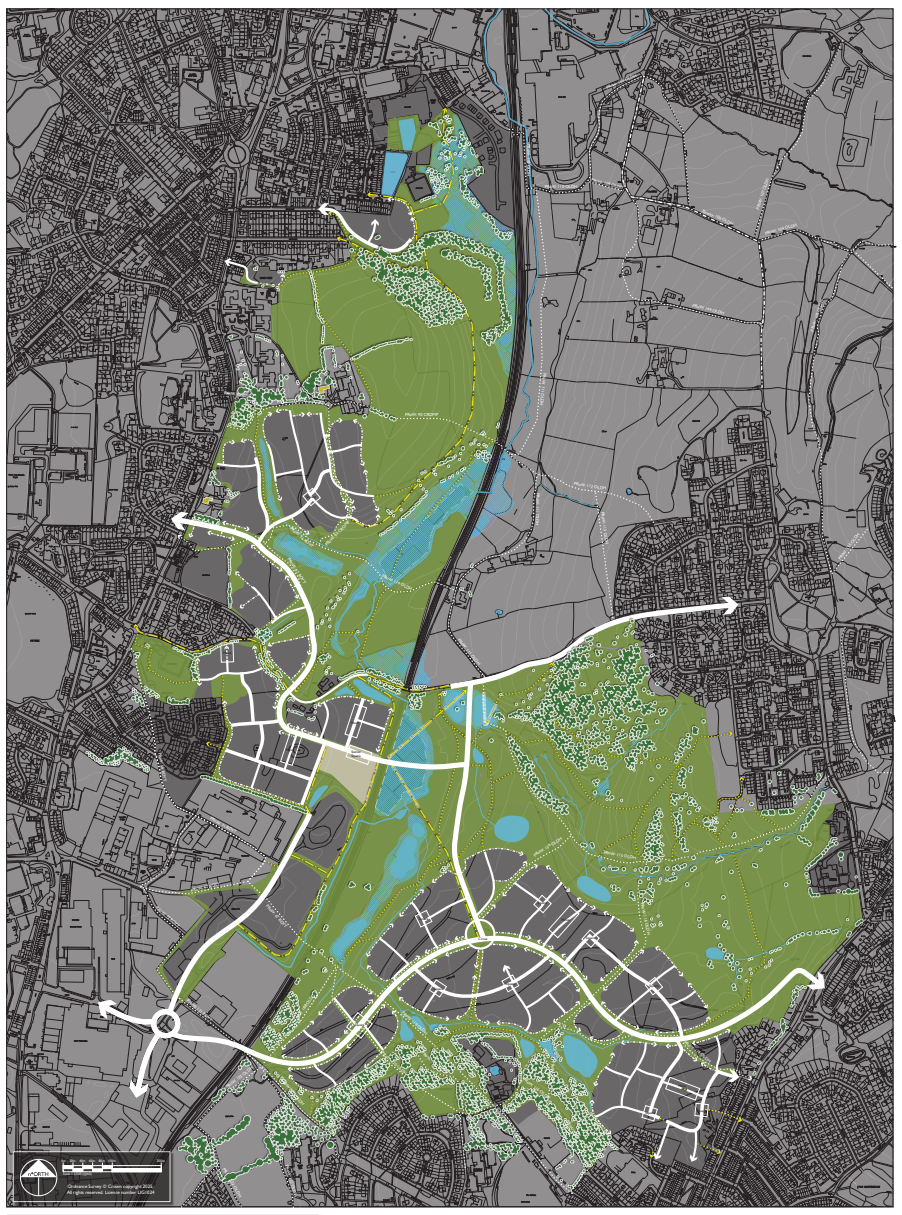
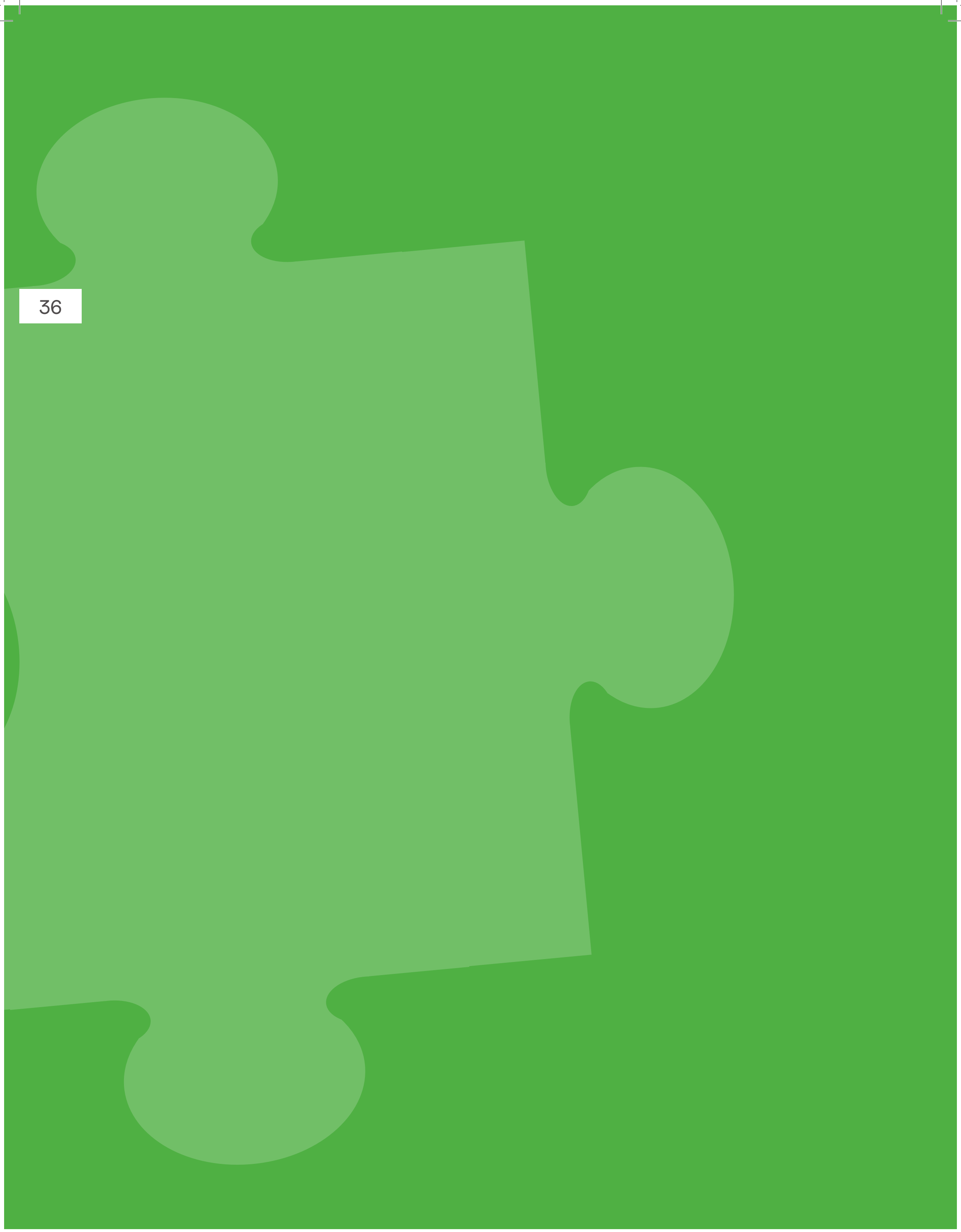


Figure 3.4 Green & Blue Infrastructure

Footnote: *The SuDS management train is for illustrative purposes only. There are potentially significant re-modelling/groundworks to be undertaken on the Casey owned land and this exercise is envisaged to provide potential to accommodate SuDS features. Accordingly, the SuDS features depicted on the masterplan are highly indicative and are subject to change at the later stages of the desien process.



Figure 3.5 Land Use & Quantum


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4. CODING: IDENTITY

Identity

*Identity is not only about **Brand.** It is also about the **Sense of Place** created by the relationship between buildings and streets, squares, open spaces and landscapes that they enclose or overlook. Brand is important to aid in identity and provide a sense of ownership to these new neighbourhoods, but **design quality** is key to creating a place in which people will want to live. A brand identity shall be developed that can be used in and around the neighbourhood in terms of **signage, wayfinding and interpretation** and will work hand in hand with the sense of place created by the physical forms within each neighbourhood.*

The Essence of the Place

Positive emotions can be provoked by the physical form and layout of a settlement, this is described as the 'Sense of Place' or 'Genius Loci'.

Much of the sense of place is traditionally related to historic settlements where the street layouts, spaces and enclosing buildings have grown, changed and evolved over hundreds of years. We have all experienced an emotional response to such places, wanting to spend time in those locations, to explore them further and understand how they have developed into what they are today. Indeed some contemporary developments can stir emotions, unfortunately not always positive ones. Developments that utilise overly standardised design, poor quality materials or create seas of windswept concrete or tarmac will only provoke a negative emotional response.

Therefore, this Spatial Design Code has been developed to ensure that whilst Beal Valley & Broadbent Moss is to be a series of new and extended neighbourhoods, it will have a set of rules in place to ensure the layout, design and construction of the homes, businesses, streets and spaces is carried out in a creative response to the sites' existing context, but also with the new community in mind at every point. The code sets out rules for key ingredients that need to be addressed or considered in the design of the neighbourhood. Those ingredients will vary between the character areas to assist in creating variety within an overarching identity.

The coding guides the developers to create exciting built forms, vibrant public realm and opens spaces in which the community will want to interact and stay healthy.

Use of the Local Vernacular

In order to positively interact with the adjoining neighbourhoods then a vernacular study has been undertaken, as set-out in Chapter 1 which looks at the traditional local vernacular in the adjoining neighbourhoods in order to create a sense of place which is more than that found on a modern housing estate by responding to traditional forms of settlement.

The vernacular study neighbourhoods used in order to inform the development of the spatial coding included:

- Moorside
- Watersheddings
- Stoneleigh Park
- Sholver
- Derker
- Brownlow

These are the adjoining neighbourhoods used to inform the vernacular study and the finding of the study were included in Chapter 1.

The summary findings are reiterated below.

Whilst there are a variety of character features identified within, and across, the different neighbourhoods, there are consistent elements present amongst the built form.

These include:

- Red brick or sandstone/gritstone façades
- Grey slate roofs
- Front facing projecting gables
- Decorative brick dentil courses (particularly along the eaves and between upper and lower storey windows)
- Sandstone/gitstone window sills and headers
- Arched window moulding/header (e.g. Dickens Street – Moorside)
- Decorative door surrounds or headers
- Low rise red brick/sandstone/gritstone boundaries
- Vertical hanging rosemary tiles on part of façade
- Mock Tudor gables

Using the Vernacular to inform the Coding

The parameters masterplan and the coding which supports it have both been informed by the understanding of local character, as summarised above and set out in more detail in Chapter 1.

The use of vernacular as design cues for the development of new homes is not aimed to create a pastiche, historic replication of past architectural styles, but to utilise theses cues in a contemporary reinterpretation to ensure a unique sense of place is created, rather than an anywhere development of estate housing.

Character Areas & Key Ingredients

The proposals for this site developed out of the site analysis which considered existing features such as vegetation, landform, ecology, drainage, connectivity and built form.

Out of that analysis emerged the parameters masterplan, as illustrated and described in the previous chapters, which creates an unique scheme that is responsive to the site, preserving and enhancing the best of what was already there, wherever possible, and integrating the proposed new development and open spaces into the existing landscape and townscape setting.

This organic approach to design creates neighbourhoods and neighbourhood extensions which work with the grain of the existing landscape and townscape.

Figure 4.1 opposite illustrates the location and extent of each character area within Broadbent Moss and includes:

- Mill Pond
- Birshaw
- Bullcote
- Mosside
- Stoneleigh
- Broadbent Moss
- Green Park

Figure 4.2 over page distils the key physical character traits of each character area within Beal Valley & Broadbent Moss.

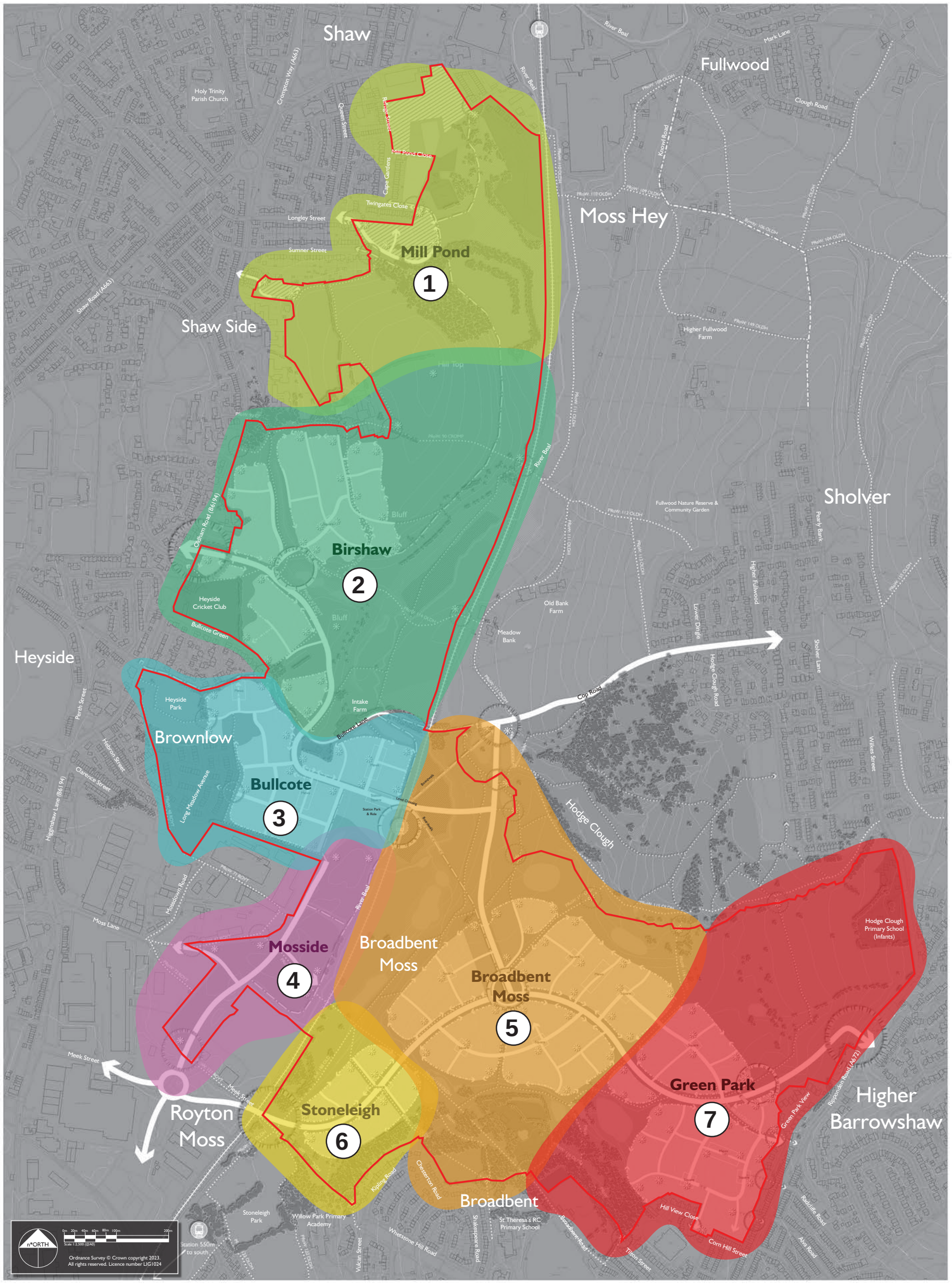


Figure 4.1
Character Areas

Figure 4.2 Key Ingredients



The Footpath/Cycleway Network within Mill Pond



A New Garden Suburb at Birshaw

1 Mill Pond - a series of windfall sites on the fringes of Shaw which provide the opportunity to enhance connections between the site and the existing settlement edge. Development will face into the site and create a finished edge to the existing neighbourhoods.

Opportunities include the redevelopment of brownfield sites and a former mill; integrating former mill ponds and ecological areas into the proposals for residential development.

2 Birshaw - An area of farmland adjoining the settlement edge where much of that land will be retained and enhanced as part of the green infrastructure network.

The green nature of this area and the existing architecture adjoining the site from the Arts & Crafts era provide the opportunity to create a Garden Suburb as an extension of the current Shaw Side and Heyside neighbourhoods.

3 Bullcote - a higher density neighbourhood focused around the proposed new Metrolink Stop and associated transport hub. The built form will strongly enclose the public realm including a central link road, which will run through a vibrant public square related to the Stop.

As an interface neighbourhood with the Beal Valley Masterplan it will differentiate itself by its higher density nature and unique architectural language.

4 Mosside - an extension to the existing employment area at Royton Moss and will include a series of industrial and logistics buildings, set into a strong green infrastructure network which will soften their impact on the wider valley and especially their frontages to the wider masterplan area.

The buildings will front a tree lined road that will connect development to Meek Street.

5 Broadbent Moss - the heart of the masterplan area which is focused on the local centre and provide shops, community facilities and potentially elderly living accommodation, apartments and a vibrant public realm in which the community can interact and take ownership of.

6 Stoneleigh - a lower density suburban residential neighbourhood that straddles the link road connection to Meek Street. A well tree'd neighbourhood where the wider landscape flows through the development parcels providing a green setting to this area.

7 Green Park - like Stoneleigh, a lower density suburban gateway neighbourhood located on the upper slopes of the valley with panoramic views across towards Shaw and Royton. Green Park interacts with adjoining existing neighbourhoods and have a strong green infrastructure network around and flowing through it, which will invite people into the masterplan area.



The Metro Stop within Bullcote



Employment Buildings & Landscape within Mosside



The vibrant mixed-use Local Centre in Broadbent Moss



Homes within tree lined streets at Stoneleigh



New Homes stepping down the valley in Green Park

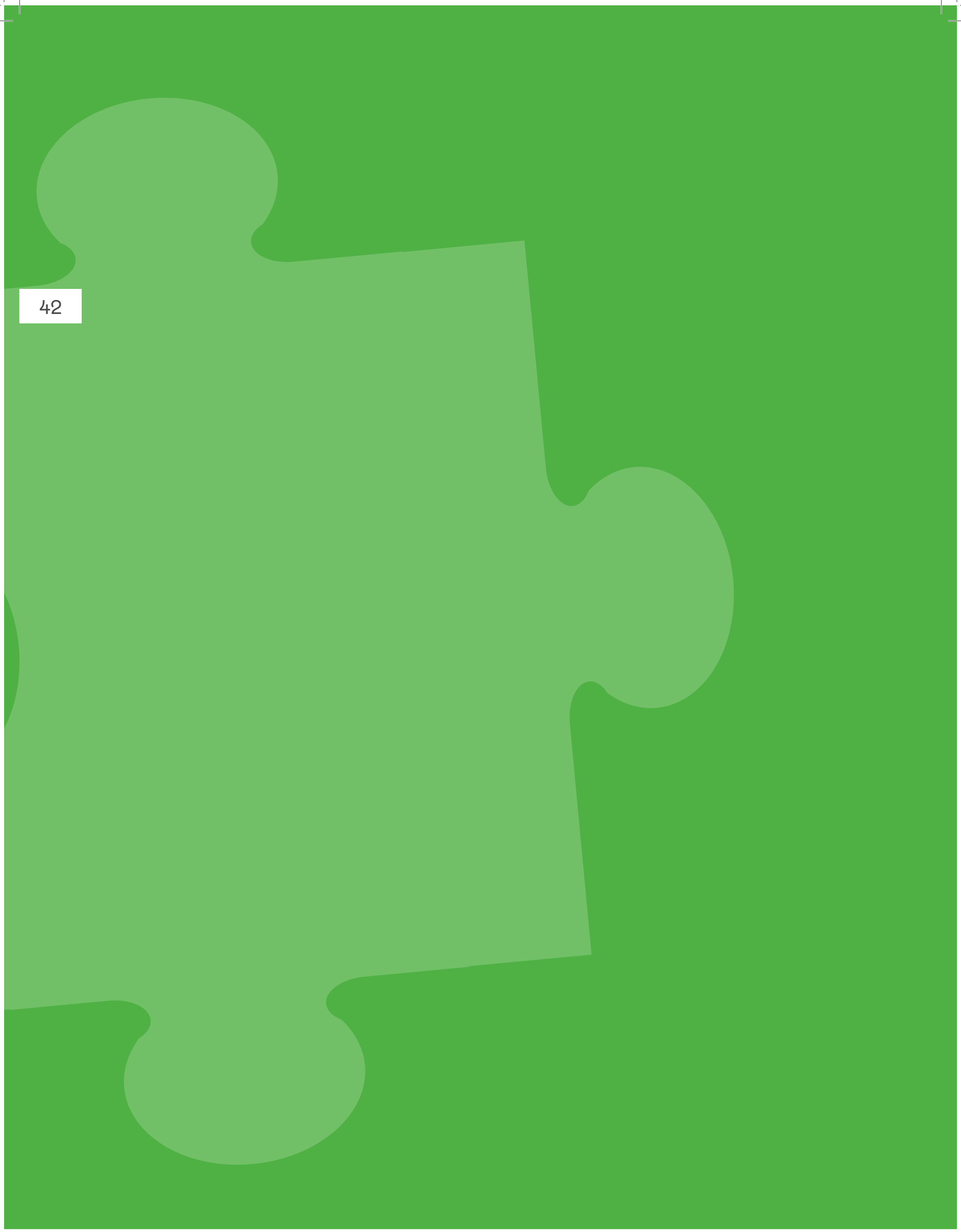
Identity Differentiation

The use of character areas is a difficult balance between creating unique and identifiable places whilst not creating a pastiche theme park. Beal Valley & Broadbent Moss needs to read as a cohesive series of neighbourhoods which will be brought out in physical terms via the public realm hierarchy and green infrastructure network. Whilst the character areas that make up the masterplan will be defined through differences in architecture, density, massing, enclosure, building materials, detailing, boundary treatments and variations in species within planting palettes.

Community Pride

These neighbourhoods must be well designed with private defensible space and a public realm in which residents want to take ownership of and interact in. Residents who have a pride in where they live take on the role of day to day management and will work together to ensure their neighbourhoods are safe, well maintained and beautiful.

Active resident groups are a useful deterrent to antisocial behaviour through passive surveillance and policing of their neighbourhoods which is dealt with in the coding chapters.


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5. CODING: NATURE, GREEN & BLUE INFRA STRUCTURE

Nature

Beal Valley and Broadbent Moss *incorporates a* ***strong green infrastructure network*** *that is an integral part of the masterplan proposals.* ***Nature*** *is central to the creation of beautiful places and the green infrastructure network not only* ***retains and enhances existing natural features*** *such as trees, hedgerows, grasslands, watercourses and ponds but also introduces new features. Nature is fully integrated into the development providing spaces for wildlife, exercise, interaction, mindfulness and a beautiful green setting. The* ***natural environment*** *is good for health, biodiversity, carbon capture, shading, cooling, noise mitigation, air quality and to ameliorate flood risk, all of which contributes to tackling the* ***climate emergency****.*

What is Green & Blue Infrastructure?

The Landscape Institute, in its Position Statement; Green Infrastructure, An integrated approach to land use, defines Green Infrastructure as *"GI is the network of natural and semi-natural features, green spaces, rivers and lakes that intersperse and connect villages, towns and cities. Individually, these elements are GI assets, and the roles that these assets play are GI functions. When appropriately planned, designed and managed, the assets and functions have the potential to deliver a wide range of benefits – from providing sustainable transport links to mitigating and adapting the effects of climate change.".*

It is therefore clear that the term "Green Infrastructure" is an over arching term for all 'Green Assets' within an area.

The aim of the proposed masterplan, in terms of GI, is to retain key existing assets, restore and enhance existing habitats and create new ones of value whilst also performing the functions of creating public open spaces for the community to enjoy with a sustainable drainage (SuDS) network that efficiently drains the development by managing water on site, before safely discharging it at agreed greenfield run-off rates to the surrounding network of watercourses.

What is also made clear in the aforementioned document by the Landscape Institute is what GI Assets are and what the clear functions of GI is holistically. The document contains a series of case studies which illustrate various relevant points in terms of what constitutes GI and also includes a useful schematic which illustrates all the elements that can be considered to form the GI Assets and GI Functions (Pages 4 and 5 of the Position Statement) and reproduced opposite in Figure 5.1 for ease of reference.

Pertinent to this statement Figure 5.1 illustrates the role of SuDS (sustainable drainage systems – see item H) as an integrated part of GI which has a range of functions other than drainage, including improved water quality, wetland habitats for wildlife, an enhanced visual amenity in terms of creating an attractive aquatic environment and finally the opportunity for leisure-based activities; such as discovery of the natural environment through environmental education.

SuDS is integral to a high-quality GI network and due to its varied roles is an asset and has amenity value, just as any other water asset would have in a public open space setting and should not be seen as a drainage engineering feature in isolation.

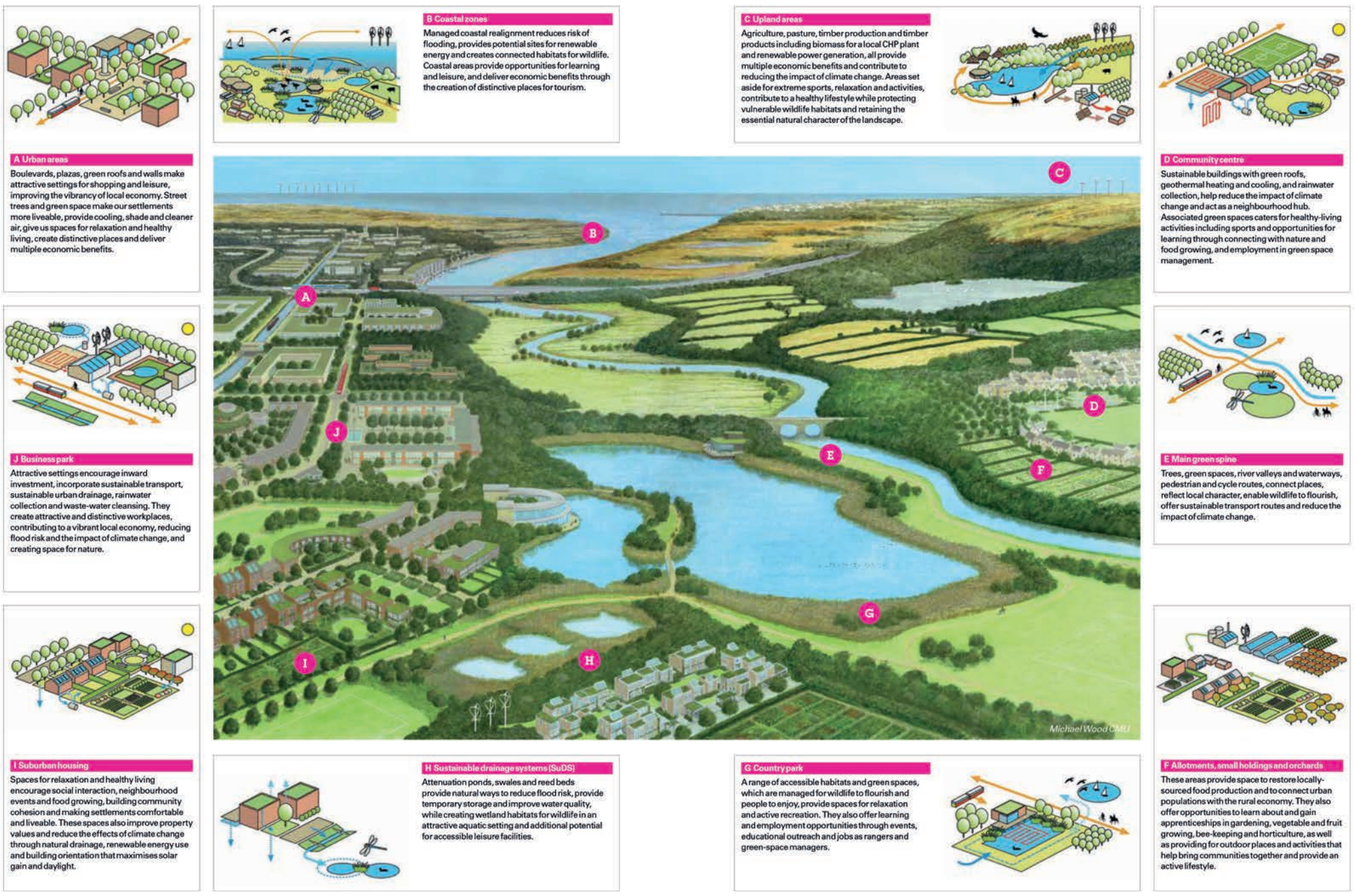


Figure 5.1 Green Infrastructure: Assets & Functions (The Landscape Institute)

Green Infrastructure Assets & Functions

We have therefore utilised the Landscape Institutes 'Green Infrastructure – An integrated approach to land use' March 2013 which sets out clearly what GI is, the elements that make up GI (GI Assets) and the roles these assets play (GI Functions). GI assets and GI functions are explained below:

Green Infrastructure Assets range from country parks, lakes and woodlands to urban interventions such as green roofs and street trees. They can be specific sites at the local level or broader environmental features at the landscape scale within and between rural and urban areas such as wetlands, moors and mountain ranges.

Green Infrastructure Functions are the roles the assets can play if planned, designed and managed in a way that is sensitive to, and includes provision for, natural features and ecosystem services. They may have obvious primary functions, but each asset can perform different functions simultaneously – a concept known as multifunctionality. For example, street trees add aesthetic quality to an urban area, but will also reduce airborne pollution, provide shade, reduce urban heat island effects, mitigate wind chill and turbulence and increase biodiversity.

Oldham Green Infrastructure Strategy

Oldham adopted their Green Infrastructure Strategy in August 2022 and intended that the strategy would enable them to better manage their extensive green infrastructure networks, 75% of the borough is green infrastructure, for people and nature whilst ensuring its resilient to climate change. At the heart of the strategy are seven priority themes:

1. Thriving Wildlife
2. Carbon Neutral Oldham
3. Healthy & Active Communities
4. Green Access for All
5. Distinctive Landscapes
6. Slow the Flow & Water Quality
7. Sustainable Growth & Green Jobs

All seven themes are dealt with in this masterplan at the strategic level, either addressed within the spatial masterplan or the relevant coding chapters, including here within the Nature chapter. Beal Valley and Broadbent Moss offer a strategic opportunity to positively contribute to Oldham's future green environment to the benefit of both nature and local people.

The masterplan area lies within the Pennine Foothills (West/South Pennines LCT which describes this area as typically comprising narrow, incised valleys cutting through rolling hills, with riparian woodlands and areas of parkland, creating wildlife corridors though densely populated urban areas. This character shall be retained and enhanced as part of the masterplan proposals .

Open Space Provision

Having defined what GI is actually made up of and what Oldham's strategy in relation to GI is, it is possible to set the site into this context in terms of identifying the assets which will be retained and new ones which will need to be created on site and the intended plethora of functions they shall serve within an open space network. As stated previously the total site area of Broadbent Moss within the allocation extends to some 83.31 hectares with 27.50 hectares (net) or 33% of the site as development. Therefore the Green Infrastructure network covers 50.85 hectares or 61% of the site and the remaining 4.75 hectares (6%) contains retained uses. In addition to the Green Infrastructure within the masterplan boundary, another circa 18.89 hectares of land within the retained Green Belt, between the site and Cop Road, is owned by Casey and will contribute to meeting requirements of policy JPA 12 in terms of defining/strengthening the boundaries of and improving the quality/accessibility to the remaining Green Belt, which includes improved pedestrian access and enhancing ecological assets within this off site area.

The mix of GI assets includes pioneer woodlands, scrub, native hedgerows, grasslands, wetlands, watercourses and areas of public open space. These assets perform a variety of functions which are listed below:

- Ecological Woodlands,
- Ecological Scrub,
- Ecological Grasslands,
- Community Orchards & Allotments,
- Children's Play Spaces (LAPS, LEAPS & NEAPS),
- Amenity Green Space,
- SuDS Wetlands, Ditches & Swales, and
- Ecological Wetlands & Watercourses.

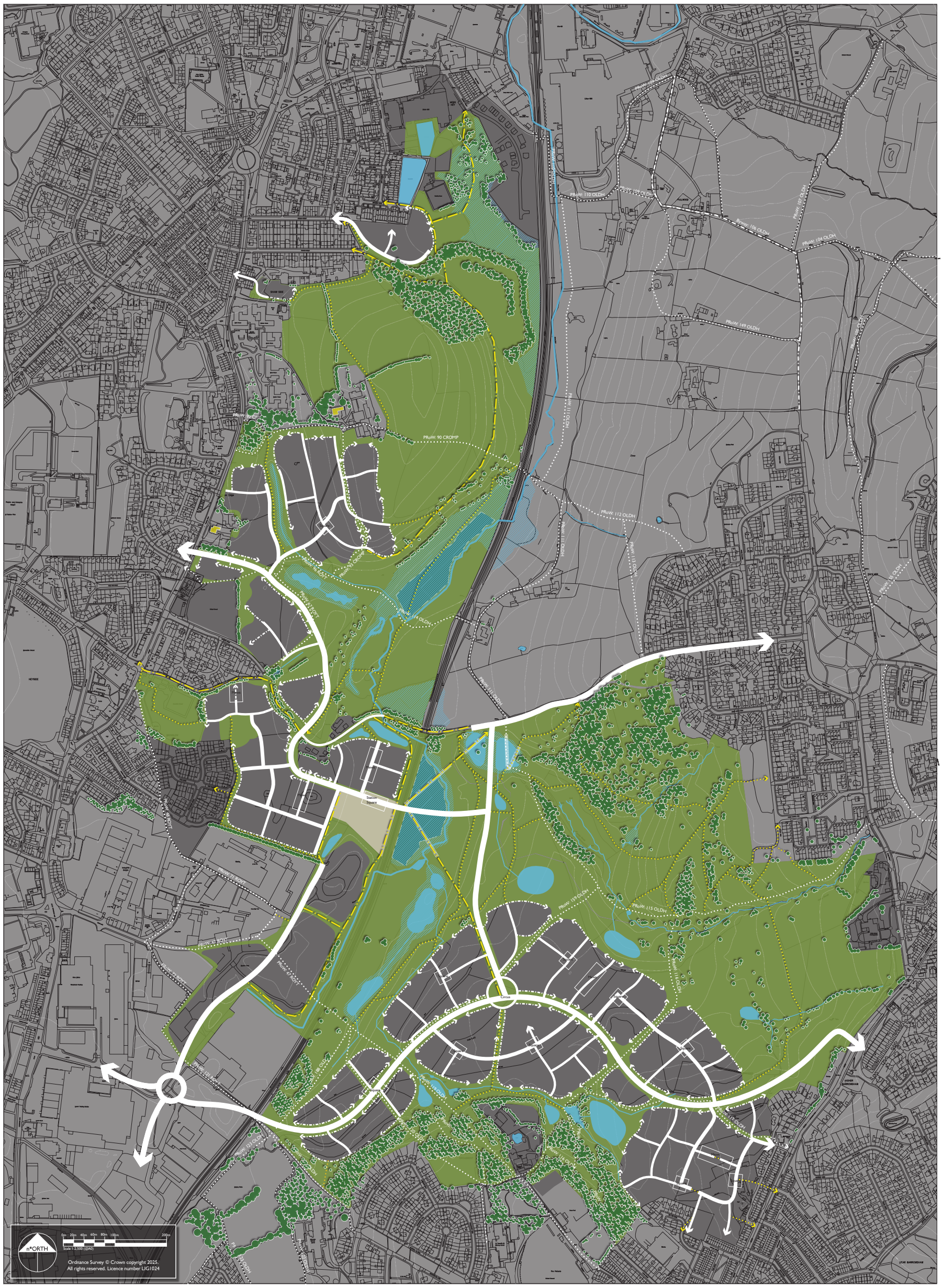
Based on the calculation for the requirements of 30m^2/dwelling of open space and 30m^2/dwelling of sports and recreation provision per dwelling and assuming circa 1,173 dwellings then the minimum overall requirement would be for 7.04ha of amenity, sport and recreation space.

The site will far exceed this minimal requirement with a total green infrastructure network covering 50.85ha, as set out above, of which a minimum of 3.52ha includes children's play, amenity green space and the provision of orchards/allotments etc. The remainder; some 47.33ha covers retained ecological habitats and biodiversity net gain enhancements (woodlands, scrub, grasslands, watercourses and wetlands). Due to the challenging topography of the site, sports pitch requirements, beyond that of the potential primary school, would be met through off-site contributions to enhance existing facilities locally.

Open Space Design

As illustrated in the parameters masterplan, as well as the Green and Blue Infrastructure plan in Figure 5.2, the site will include a comprehensive network of green spaces. These spaces will be interlinked by the existing footpath and desire lines which will be retained through the site, within green corridors, which allow residents and visitors to access the spaces, wider landscape and enjoy nature and recreational activities.

In additional to the green spaces there will be a series of more urban public spaces, such as the squares, as illustrated and described in Chapter 6. There will also be a series of semi-private and private spaces related to potential uses such the potential school, nursery, elderly living facilities, apartments and homes. All these spaces will also contain trees, and other planting, thus adding to the 'greening' of the site.


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PRoW: 110 OLDH
PRoW: 107 OLDH
PRoW: 104 OLDH
PRoW: 149 OLDH
PRoW: 112 OLDH
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Designing for Neurodiversity

Internal and external spaces can be overwhelming in vibrant and chaotic environments for any individual, especially for the neurodiverse. That bombardment of stimuli can create barriers to comfort in such environments. In built environments the largest design challenges are sensory: sound, touch, temperature, lighting and proximity to others, which can be debilitating to neurodivergent individuals.

Designing for neurodiversity means creating environments that allow users to find the right sensory settings to thrive; considering concepts like environmental stimulation, social interaction, safety, predictability, routine and cognitive overload. The creation of quiet, safe spaces for refuge, giving space to enable individuals to determine their own choice of routes or how much they wish to interact with others by providing clear navigable paths, intuitive wayfinding, use of colour all assist in addressing these needs. Much of these requirements is addressed generally through good urban design and building in choice, but taking account of both the hypersensitive and hyposensitive.

Hypersentive users can be accommodated through creating order, structure and ensuring their senses aren't overwhelmed by noise, smell or vibrant situations by providing a means of retreat. Whilst hyposensitive users need more stimulation through physical movement, music and more vibrant environments to enable them to focus.

Green Belt

Biodiversity & Recreation Beyond the Site Boundaries

The land controlled by consortium members extends further north than just the masterplan area, where it adjoins Sholver, around Hodge Clough, as set out earlier in this chapter. This area is retained within the Green Belt and is not allocated for development, the nature of its topography and the existing habitats, such as woodlands, scrub, grasslands and watercourses is typical of the landscape character and lends itself to ecological enhancement and improved public access, as an environmental resource for use by the community.

Indeed Policy's JPA 10 & 12 requires that the masterplan not only assists in defining/strengthening the boundaries to the retained Green Belt within and adjoining the site, but also requires improvements to the quality/accessibility of the remaining Green Belt and access to the wider area. In addition to the above and as part of the Places for Everyone Plan 2021 a study entitled ' Identification of Opportunities to Enhance the Beneficial Use of the Green Belt' was prepared to identify how the retained Green Belt could be enhanced as part of any development close to the allocation sites. As illustrated in Figure 5.2 opposite a large tract of land, 18.89 hectares at Hodge Clough, and as mentioned previously, lies within the Green Belt to the north of Broadbent Moss and this area is proposed to be enhanced as part of the masterplan proposals.

Potential Green Belt enhancement projects for the **Beal Valley** include:

Access

1. Develop a waymarked and easily accessible network of circuitous health routes.
2. Improve hard surfacing along Crompton Circuit to upgrade this route to a multi-user network, offering wider links from Shaw to Top O Th' Knowl within the wider study area.
3. Improve existing access points across the route of the Manchester Metrolink.
4. Extend the route of the existing Beeways and PRoW to form wider connections with Delph and Denshaw in the east.
5. Improve the single file traffic light controlled junction on Cop Road as it allows limited time for cyclists to navigate the junction before the lights change. This proposal would improve connections between Royton in the west and Sholver in the east.
6. Upgrade the existing Beeway running parallel the route of the Manchester Metrolink to afford linkages between the settlements of Shaw and Oldham, incorporating the Derker and Shaw & Crompton Metrolink stations.

Sport & Recreation

7. Offer accessible sports packages to Crompton and Royton Golf Club and Bishop Park Driving Range for local residents.
8. Improve drainage systems and ancillary accommodation within the existing playing fields at Bishop Park.

Biodiversity & Wildlife Corridors

9. Protect and enhance semi-natural habitats and networks, including riparian, broadleaved and ancient woodland tracts bordering water courses within the South Pennine Moors character area.

Landscape & Visual

10. Introduce screen planting along the settlement fringe, employing locally-appropriate species, to help minimise long term visual impact on both residential and recreational receptors within the landscape.
11. Maintain and enhance the pattern of traditional species rich hedgerow field boundaries and woodland within the wider landscape. Large scale planting of broadleaved woodland could be adopted to enhance habitat connectivity.

Potential Green Belt enhancement projects for the **Broadbent Moss** include:

Access

1. Develop a waymarked and easily accessible network of circuitous health walks.
2. Improve hard surfacing along Crompton Circuit to upgrade this route to a multi-user network, offering wider links from Shaw to Top O Th' Knowl within the wider study area.
3. Improve existing access points across the route of the Manchester Metrolink.
4. Extend the route of the existing Beeways and PRoW to form wider connections with Delph and Denshaw in the east.
5. Improve the single file traffic light controlled junction on Cop Road as it allows limited time for cyclists to navigate the junction before the lights change. This proposal would improve connections between Royton in the west and Sholver in the east.
6. Extend the cycle networks at Strinesdale Reservoir to ensure connections with settlements at Near Barrowshaw and Moorside.
7. Upgrade the existing Beeway running parallel the route of the Manchester Metrolink to afford linkages between the settlements of Shaw and Oldham, incorporating the Derker and Shaw & Crompton Metrolink stations.

Sport & Recreation

8. Offer accessible sports packages to Crompton and Royton Golf Club and Bishop Park Driving Range for local residents.
9. Improve drainage systems and ancillary accommodation within the existing playing fields at Bishop Park.

Biodiversity & Wildlife Corridors

10. Protect and enhance semi-natural habitats and networks, including riparian, broadleaved and ancient woodland tracts bordering water courses within the South Pennine Moors character area.

Landscape & Visual

11. Introduce screen planting along the settlement fringe, employing locally-appropriate species, to help minimise long term visual impact on both residential and recreational receptors within the landscape.
12. Maintain and enhance the pattern of traditional, species rich, hedgerow field boundaries within the wider landscape, including in urban areas.
13. Consider incorporating green roof schemes, such as green roof bus shelters, in neighbouring housing estates to compensate for the loss of vegetation.Managing water is an important element in the masterplan response to nature. Water management will reduce flood risk and improve water quality whilst also providing new wetland habitats.

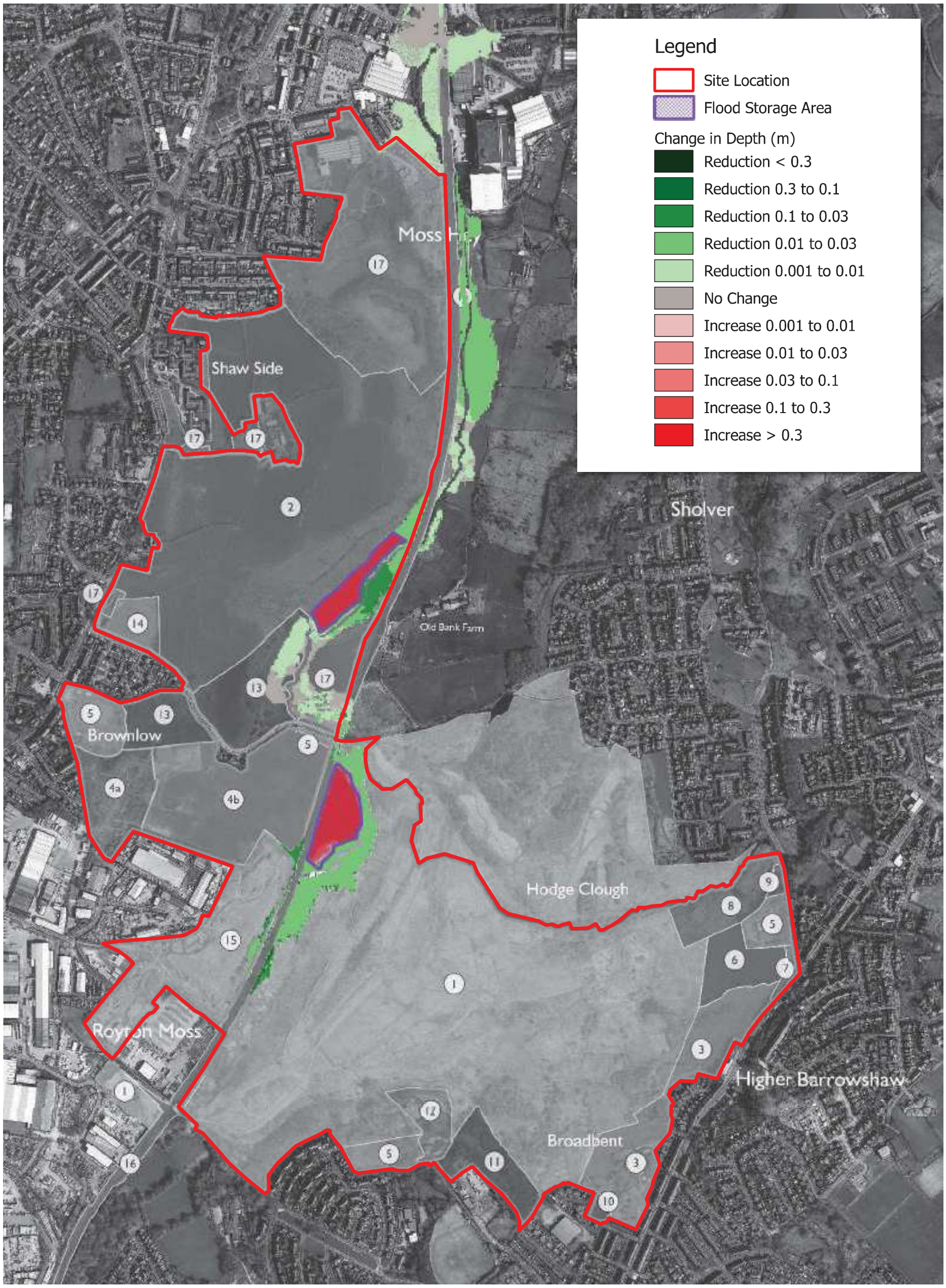


Figure 5.3
Fluvial Comparison

Blue Infrastructure

Broadbent Moss & Beal Valley Flood Alleviation Basins

A modelling study has been undertaken to assess the existing fluvial flood risk to the 'Beal Valley' and 'Broadbent Moss' PfE allocation sites and to quantify the reduction in flood risk elsewhere afforded by the incorporation of a new wetland within each allocation site.

In accordance with the requirements for development specified within Policy JPA10 and JPA12 of Places for Everyone (March 2024), provision for wetland catchment areas have been provided to facilitate net gains in flood storage for the wider catchment and reduce flood risk impacts downstream.

Two areas have been identified as suitable locations for the proposed wetland areas, comprising one area within each of the allocation sites located upstream of two culverts that flow beneath the Oldham to Rochdale Metrolink Line. These strategically located wetland areas will ensure that water levels are lowered upstream of these hydraulic structures which will in turn reduce the flow that is passed forward and thereby reduce flood risk downstream. These wetlands are illustrated in Figure 5.2. Subject to the agreement of the Environment Agency at planning application stage, the wetlands will be incorporated within the amended Environment Agency hydraulic model to represent the proposed development scenario. Modelled outputs comparing the pre-development, baseline and post-development scenarios up to the 1 in 100 year plus 75% climate change event indicate that the proposals would reduce flood risk downstream and provide betterment in accordance with the requirements of Places for Everyone (March 2024), but this modelling will need to be agreed by the Environment Agency and the Lead Local Flood Authority.

Sustainable Drainage System

Under the umbrella of an overarching comprehensive and integrated strategy, SuDS will be provided at each proposed development site within the Beal Valley and Broadbent Moss allocations, in line with PfE policies JP-S4, JPA10 and JPA12. The SuDS systems to be employed at each development site will be designed to mimic nature and will aim to manage rainfall as close as possible to where it falls. The system shall be developed following the National Standards for Sustainable Drainage Systems (30 July 2025) and Greater Manchester's own Sustainable Drainage Design Guide. The design of the final SuDS management train shall be site specific and a collaboration between drainage engineers and the design team to ensure the final proposals meet all Four Pillars of SuDS as set out in the CIRIA SuDS Manual Guidance. The four pillars are:

1. **Water Quantity:** This pillar focuses on managing the volume and rate of stormwater runoff to prevent flooding and the risk of erosion.
2. **Water Quality:** This pillar aims to improve the quality of runoff by filtering out pollutants and contaminants before they entre watercourses, protecting aquatic ecosystems and human health.
3. **Amenity:** This pillar emphasises the creation of attractive and functional spaces that enhance the visual appeal and useability of an area, incorporating features like greenspaces, pathways and recreational areas.
4. **Biodiversity:** This pillar focuses on creating habitats and supporting a diverse range of plant and animal life within the drainage system, promoting ecological balance and resilience.

The drainage systems will be designed to convey surface water and attenuate runoff before it reaches its discharge destination. Final details of SuDS proposals will be developed at each proposed development site, subject to a detailed civil engineering design exercise at each development site and having regard to the overarching comprehensive and integrated strategy. Using the hierarchy of surface water discharge and subject to future detailed review and investigation, infiltration methods are considered unlikely to be suitable at the development sites given the anticipated nature of the shallow ground deposits. Accordingly, it is considered likely that the preferred method of post-development surface water discharge from each development site will be flows attenuated to greenfield runoff rates, to the adjacent River Beal/tributary watercourses.

The SuDS management train shall be comprehensive in form and follow and reinforce the natural pattern of drainage on the site, dealing with storm water at source, as illustrated in Figure 5.4 over page. It is intended to use interception components such as green roofs, living walls, rainwater harvesting, SuDSPods and permeable pavements to intercept rainwater as it arrives 'on the ground' and retaining it much like a sponge, allowing some of the water to evaporate or transpire from vegetation. Once at capacity these components will then discharge into a stormwater distribution network which could include swales, rain gardens, urban canals, rills and bio-retention tree pits, and will be set within the development parcels, streets and green infrastructure network, working with the topography and natural falls of the site. These features again offer the opportunity to retain water within them allowing water the chance to evaporate or transpire and in turn they feed into the final retention structures such as ponded swales, detention ponds or oversized underground pipes, before finally discharging into local watercourses, at agreed rates with the Lead Local Flood Authority (LLFA), creating a complete management train of interconnected attenuation and dispersal elements.

Whilst the final design and the components used will be the subject of a detailed design process, source control is an important component in the management train and all sheds, car ports and garages shall be designed to include green roofs, and each dwelling will be fitted with water butts or SuDSPods*. The final proposals will be required to accord with national and local guidance and will hold and safely disperse all surface and storm water collected from the site, ensuring that there is no increase in the risk of flooding at the site and in the surrounding area. The design will accord with all four pillars of SuDS.

Typically SuDS aims to deal with water at source by:

- Collection at source for non-potable use such as toilet flushing and garden irrigation.
- Infiltration at source, use of porous pavements, french drains and unlined swales to allow as much surface water as possible to infiltrate into the ground at its 'point of contact'.
- Retention of water on-site and allowing natural percolation to occur which has a much slower release rate into the surrounding watercourses.
- Slow release of water via detention ponds/tanks - where the possibility of infiltration is restricted by underlying clays and other

**Note: SuDSPods are the registered trademark of GreenBlue Urban*

impermeable surfaces, pounded swales/pools/tanks can be constructed to retain storm water surges on site, and, through controlled release of the water, via weirs or brake pipes, water is released, at greenfield rates, into the surrounding watercourses.

- Removal of pollutants and silts using filter beds and marginal aquatic vegetation to catch silt and draw in chemicals, hydrocarbons and organic compounds washed into the system from surrounding roadways.

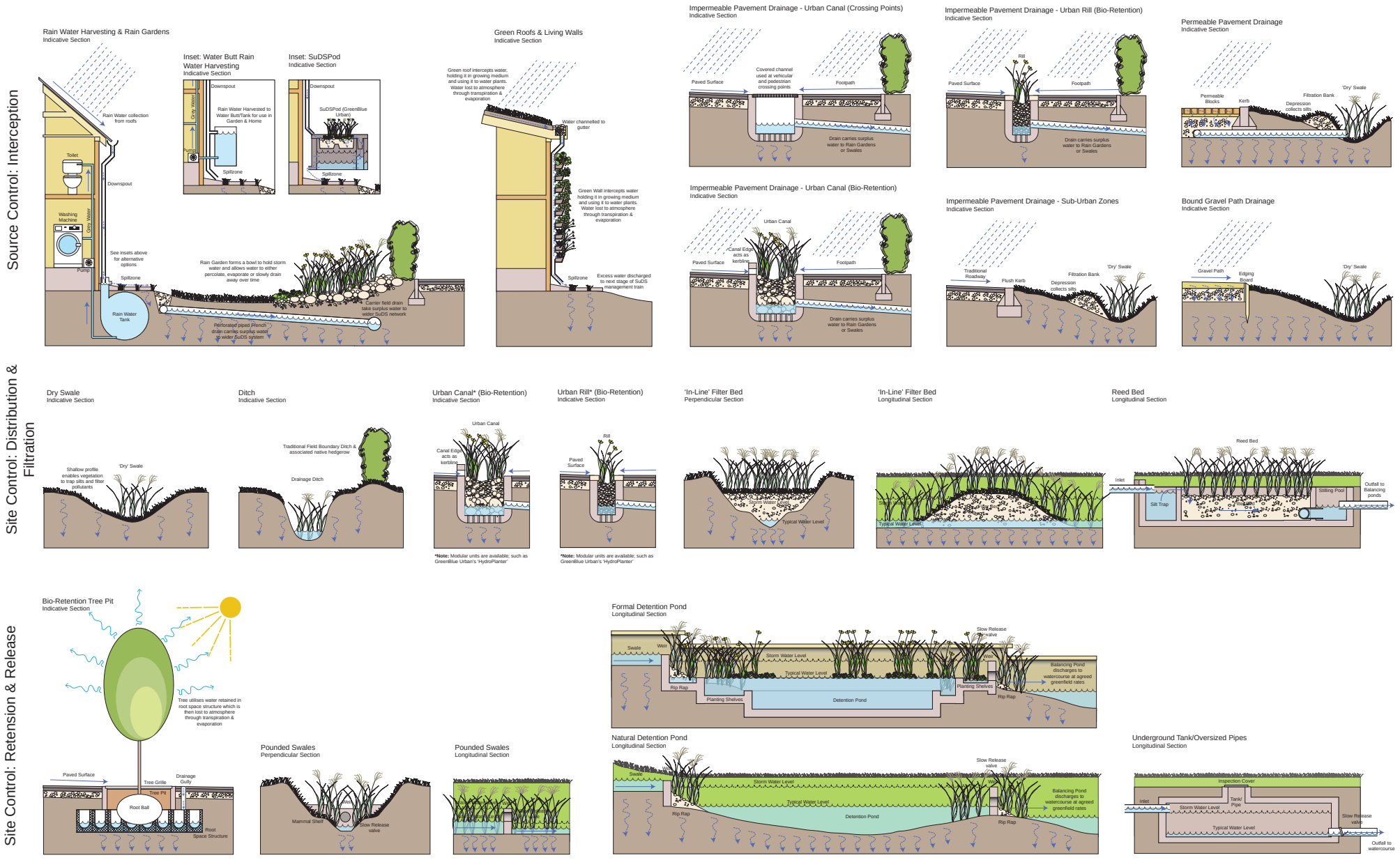
Therefore, SuDS as part of the Blue and Green Infrastructure network has six site specific objectives:

1. To efficiently drain the site whilst not causing flooding downstream,
2. To filter and clean the water before it enters the wider river catchment,
3. Be designed and constructed in such a way as to avoid soil erosion and siltation of streams and rivers downstream,
4. To create suitable habitat for amphibians, invertebrates, birds, mammals, native aquatic and marginal plant life, as well as creating ecological corridors across the site to enable wildlife to move more freely and native plants to spread and colonise the wider area,
5. Create an aesthetically pleasing setting for development, and,
6. Promote the site as a sustainable place to live and work.

The SuDS network will be separate to the existing wetland habitats on the site to ensure there is no cross contamination of the water sources if hydrocarbons or other contaminants leak into the system from the road network. However, the SuDS design should seek to filter and cleanse all water before release into watercourses, as discussed above and illustrated.

The SuDS network will create a variety of wetland features within the site. As well as forming part of the drainage network, these will provide valuable biodiversity habitats for key protected species, such as amphibians and insects. They will also enhance the landscape character of the site through the creation of attractive wetland features, thus meeting the requirements of the four pillars of SuDS. The SuDS networks described above will be wholly separate to the two wetlands (flood alleviation basins) that are proposed to be located within each of the PfE allocations in order to reduce flood risk downstream of the Beal Valley allocation.

The network of springs and other groundwater sources at Beal Valley and Broadbent Moss will either continue to flow into their existing watercourses or be picked up as part of the management train and feed into swales and other attenuation features, which will aid in stripping nutrients from the water as it flows through the system and improve water quality.



The Four Pillars of SuDS: **Water Quantity** - **Water Quality** - **Amenity** - **Biodiversity**

Figure 5.4 Typical SuDS Management Train

Biodiversity Net Gain

The Environment Act which incrementally come into force recently includes the mandatory requirement to achieve a 10% Biodiversity Net Gain (BNG) for all new developments.

The primary aims of the Environment Act is to legislate to improve air and water quality, tackle waste, increase recycling, halt the decline of species and improve the natural environment.

BNG will be based upon locally important habitats which already link the development area to the wider landscape. Woodland, hedgerows, scrub, grasslands, wetlands and watercourses are found on or close to the site. These will be enhanced (e.g. by increasing the species richness in the grasslands) and expanded (e.g. wetlands will be created within the development).

Biodiversity will be brought into the development parcels through the inclusion of SuDS, roadside verges, hedgerows and street trees. These provide benefits to people (including reducing flooding and cooling the streetscape) as well as to wildlife.

Greater Manchester Local Nature Recovery Strategy

The Local Nature Recovery Strategy (LNRS) for Greater Manchester sets out a vision for a greener city region where space for nature to flourish is grown and enhanced, more people can access and enjoy the natural environment and the many benefits nature brings are increased for everyone; supporting mental heath and physical wellbeing to creating leisure space and supporting biodiversity.

The LNRS covers the state of nature currently in the city region, provides a Vision, sets out the aims to achieve that vision and a series of targets to judge progress towards delivering the vision.

Planning for Biodiversity

The development will follow the mitigation hierarchy to provide the maximum benefit for biodiversity. Where a feature of the development is identified as likely to harm local ecology this should first be avoided through changing the design or removing the feature which caused the harm. If this is not possible then the harm should be mitigated.

Development is likely to impact a number of area habitats so these will be enhanced through additional overseeding or planting of a range of new species into these habitat areas. Finally if mitigation is not possible the harm should be compensated for. Areas of the site with existing low biodiversity value will be used to replace either lost habitats or enhanced to improving the existing habitats in those areas.

The opportunity to create a habitat bank within the development will be explored with reference to Natural England's National Character Area (NCA) 54 for Manchester Pennine Fringe and the Greater Manchester Local Nature Recovery Strategy. The bank may also have surplus units for sale to other developers with sites in Oldham or the wider NCA.

Existing habitats will be incorporated and enhanced including the woodlands, grasslands, scrub, watercourses and wetlands to form the structure of the ecological network. As detailed designs are drawn up for the development, the placement of bird and bat boxes, loft access for bats, insect hotels and hedgehog holes will be included. Where practical









flat roofs will incorporate green or conservation roofs to increase the area covered by vegetation without losing land for development. The placement of gardens will be considered as to where best they can support the network of green spaces.

Street Trees

Street trees provide a range of ecosystem services, including providing islands of habitat for wildlife, shading the streetscape and improving the air quality. They are aesthetically pleasing, breaking up hard landscaping and introducing green structure to urban centres.

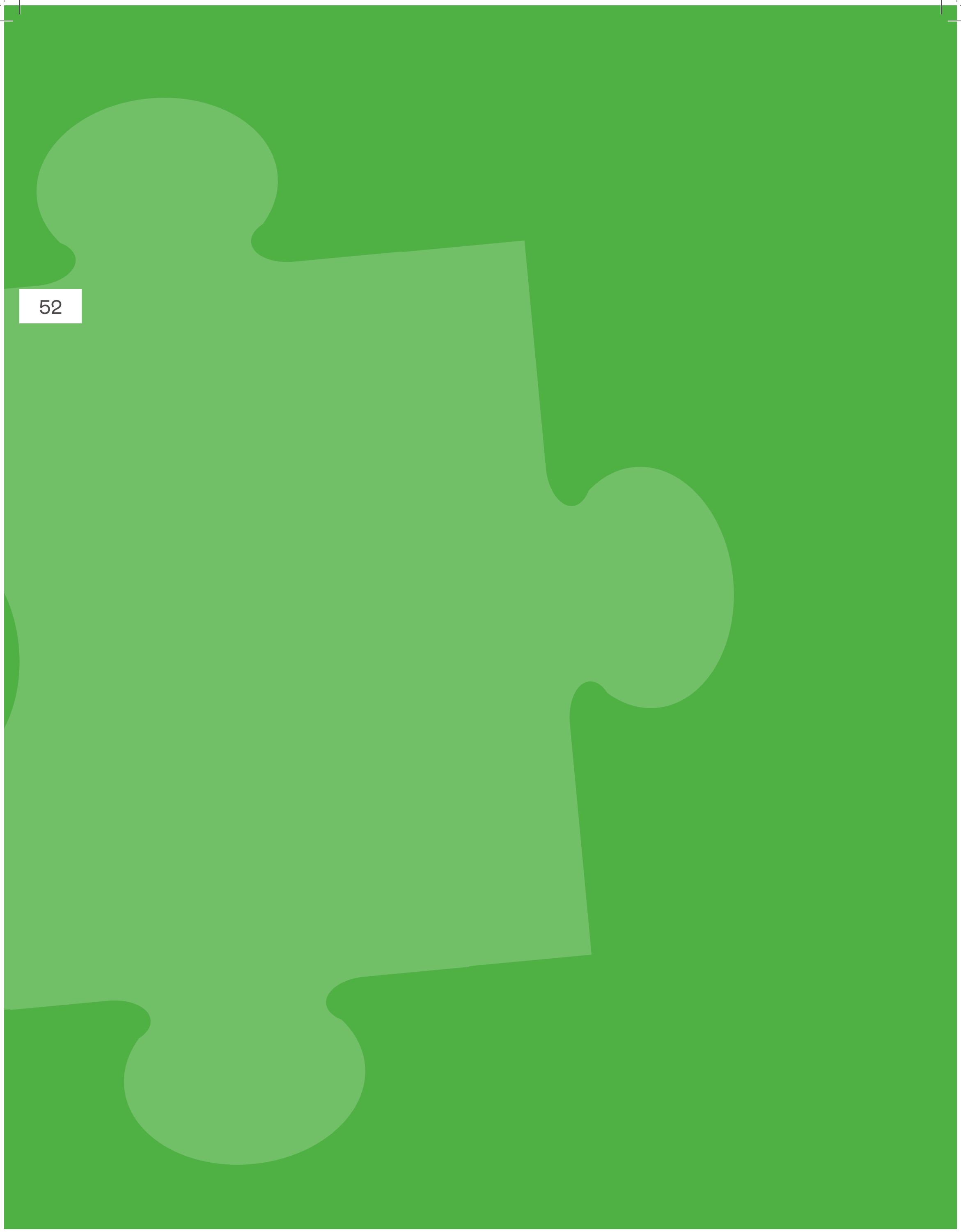
The street trees will incorporate a variety of species, reducing the risk of mass mortality from pests or disease as well as providing different qualities, including having:

- Year-round foliage;
- flowers and fruit depending on the location;
- tolerance to drought/flooding; and
- shallower roots where underground services run.

Street trees should be chosen using the guidance in the Forestry Commission's Urban Tree Manual. Management specifications will need to be drawn up including consideration of the requirements for watering each tree, how it will be guarded before it is established and measures to avoid compaction of the roots to ensure its survival into the long term.

Urban Heat Islands

Settlements create their own micro climates that are usually hotter than the surrounding rural landscapes. Heat is trapped by the buildings, hard and dark surfaces or generated by emissions from buildings and vehicles etc. Creating layouts that allow air to circulate, make greater use of trees, planting and green roofs to offer shading and absorb heat, along with the incorporation of water features all aid in mitigating urban heat island effects and should be integrated into the neighbourhoods.


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6. CODING: MOVEMENT & PUBLIC REALM

Movement

The movement structure for Beal Valley and Broadbent Moss is intended to be ***accessible to all*** *and* ***easy to find your way around****. This can* ***only be achieved by creating a series of legible and permeable neighbourhoods****. To do this the masterplan promotes the use of public transport, walking, wheeling and cycling through a pleasant and green setting. Motor vehicles will also need to be accommodated and designed into the proposals.* **The car will not dominate the streetscenes** *or take away from the quality of the streetscape proposed.* ***Streets must be physically and perceptually safe*** *with good overlooking of the public realm by the enclosing built form.*

Movement

Streets for All

All streets that are to be designed within the masterplan area will be designed in accordance with Greater Manchester's Streets for All Design Guide.

Well Connected

A connected network of hierarchical routes for all forms of transport, creating a strong circulatory system is key to the sustainability and safety of each neighbourhood and its interconnectivity out to surrounding neighbourhoods and the wider settlement. The street and public realm network is a crucial element in the delivery of the whole development as it is long lasting and, as with historic towns, far outlast the buildings that will enclose it.

The street network, as illustrated in Figure 6.1 opposite provides a fine-grain network where streets are connected one to the other with a variety and choice of routes for moving around the neighbourhoods. Routes are direct, ensuring people can make efficient journeys. Direct, well designed and legible routes make walking, wheeling and cycling more attractive and with increased activity comes a greater perception of safety.

It should be noted that a potential access from Green Park View would be limited to serve a maximum of 70 dwellings within the masterplan area and that this parcel of land would not be connected to the wider site via roads, only pedestrian and cycle access would be connected.

Public Transport

Access to public transport is a key requirement of any sustainable development. Provision of the infrastructure to access public transport has been at the heart of much of the work undertaken already, ensuring it is in place at the earliest opportunity. The proposed Metrolink Stop, which is currently subject to feasibility, design and business case, is centrally located along the Link Road and includes connections to bus stops and dedicated car park, creating a transport interchange for travel north to Rochdale or south into the town centre and onwards to Manchester City Centre and all stops in between.

The wide tree-lined Link Road has been designed to accommodate bus services and to ensure that no resident or business is greater than a 5 minute walk from any future bus service. Such services will also be subject to funding and feasibility studies. The network of footpaths and footpath/cycleways across the site provide direct links between the residential neighbourhoods, local centre, employment areas, surrounding neighbourhoods and adjoining countryside.

Street Hierarchy

The public realm incorporates the streets and squares in which the community and visitors will interact. The quality of the public realm is governed by the quality of the built form that encloses and overlooks them, as well as the quality of design of the streets and spaces themselves.

That quality of design should not be restricted to the squares, but also brought out into the link roads, avenues, streets, lanes and footpaths.

To this end the street hierarchy as illustrated in Plan 6.1 is described in more detail in the coding over page, with the design traits and characteristics set out in the accompanying tables.

Active Travel

Walking, wheeling and cycling is a key element in creating sustainable neighbourhoods, as advocated by 'New Urbanism' whose roots are in the Garden City movement. Indeed, walkable and cycleable neighbourhoods have been at the forefront of post pandemic urban design, as touched on in the Introduction under post pandemic neighbourhoods.

The aim of the movement network is to ensure that walking, wheeling and cycling is the preferred choice for short journeys of 5km or less between the site and surrounding areas.

The proposed network is relatively direct and associated with anticipated desire lines and Public Rights of Way and will be designed to be attractive and safe with good overlooking from the surrounding development parcels.

The streets, lanes and shared drives incorporate shared space principles within them or include areas of public realm with pedestrians prioritised and vehicles drive at slow speeds. This chapter goes on to set out the coding of streets and spaces.

Public Realm

Streets & Spaces

The sense of place will stand or fall on the quality of the streets and spaces created within it. The public realm cannot be divorced from the built form, they work hand in hand and the enclosure of the public spaces is part of how well they perform and feel.

The following coding relates to the street and space hierarchy as illustrated opposite in Figure 6.1.

The coding covers scale and proportion, movement, hard and soft landscaping.

As stated in the National Model Design Code guidance notes streets and roads make up three-quarters of all public space. Those streets will therefore have a significant impact on people's lives. It is no coincidence that the street hierarchy also takes public spaces into account, they are one in the same.

One only has to look at film footage from towns and cities at the turn of the 19th Century to see that the street was a very different place to what it is now. Pedestrians ruled the street space and trams, horse drawn carts and the emerging motor vehicle were subservient to the thronging masses of pedestrians.

Whilst we're not anticipating such a level of pedestrian use in the streetscape, part of our aim for this development will be the creation of walkable neighbourhoods which are well connected to each other and the surrounding settlement to encourage and promote walking, wheeling and cycling.

The street and space hierarchy is detailed to suit the specific needs of the neighbourhoods within the masterplan with variations depending on locations.

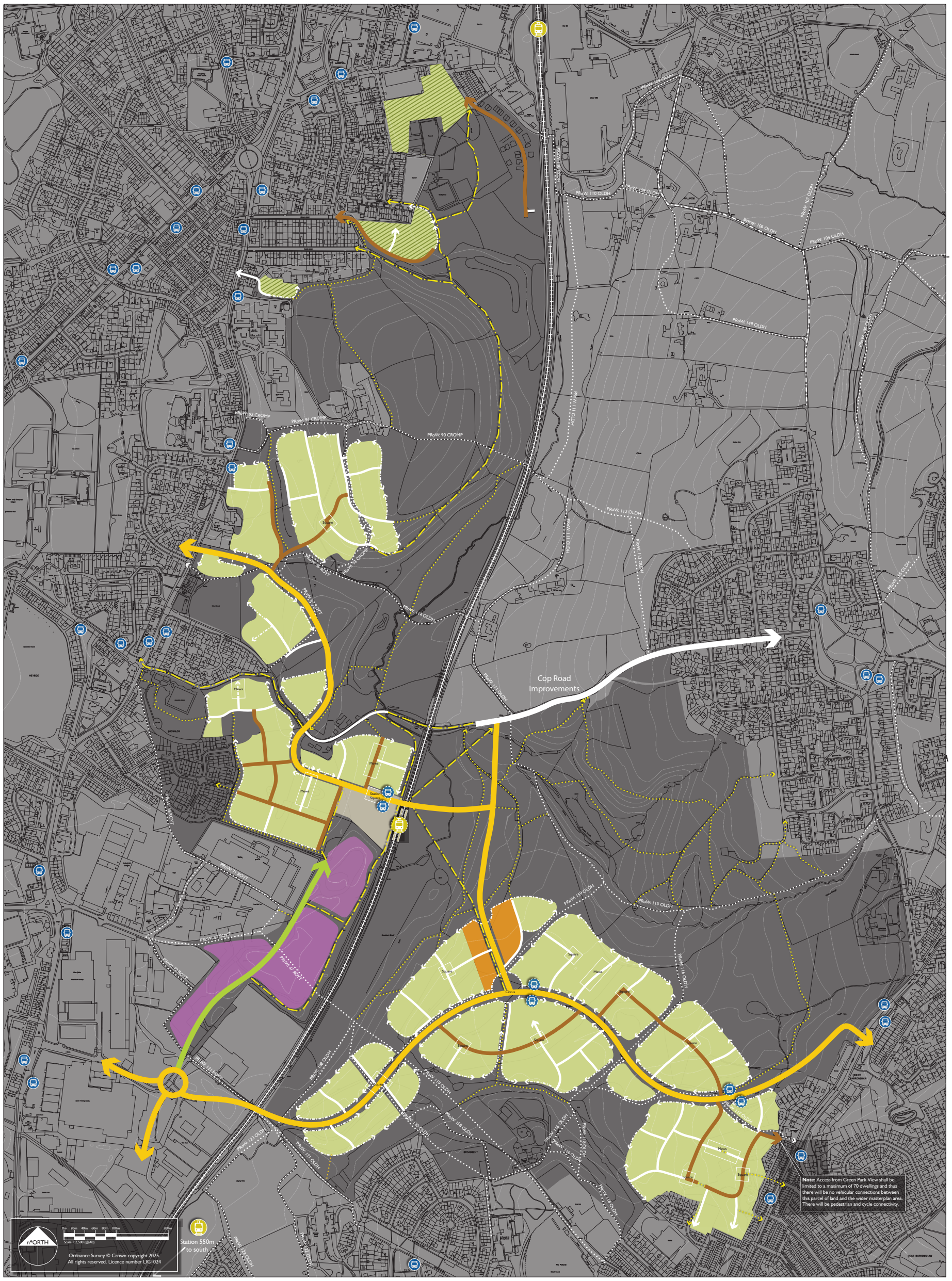


Figure 6.1
Movement Hierarchy

Street & Space Hierarchy

Link Road

Enclosure: The link road will be fronted by primarily homes, set behind shared drives and front gardens between 1 to 3 storeys in height.

Frontage: Buildings shall be orientated to face on to the link road, set behind shared drives and front gardens. Buildings shall not have direct vehicular access onto the link road.

Surveillance: Buildings shall have their primary elevations fronting onto the link road. Buildings on corners shall have their principle elevations onto the link road, but secondary elevations onto side streets must incorporate glazed elements to activate those elevations.

Setbacks: The building lines along the link roads shall be setback behind soft landscaped areas, gardens and shared drives, only stepping forward at key locations to frame views or announce arrival at gateways or into squares or other spaces.

Footways/Cycleways: Segregated footway/cycleway to both sides of the link road. Traffic calming provided by shared space elements in key locations.

Servicing: Deliveries and refuse collection primarily from side streets or service yards. Access to properties via side streets, shared drives or footpaths.

On-Street Parking: No on street parking.

Verges: Verges set between carriageway and footway/cycleways and planted with street trees.

Green Infrastructure: Street trees, verges and hedged gardens to building frontages provides green assets. Street trees should also be located to shade street furniture such as benches, secure bike stands and bus shelters.

Blue Infrastructure: Verges could incorporate a swale or 'hydroplanter', depending on site conditions/technical requirements.

Bus Routes: Link road accommodates a bus route and bus stops (designed to TfGM specification).

Carriageway: Single lane in each direction.

Secured by Design: Careful consideration of management and maintenance will be required in close liaison with the Council's Neighbourhood Teams over the detailed design of each element of the street and public realm hierarchy in terms of location, overlooking, policing and management.

Streets for All Street Type: Connector Street - all streets within the hierarchy shall be designed (geometry, junction layout and visibility) in accordance with **Greater Manchester's Streets for All Design Guidance/Design Manual for Roads & Bridges Standards where applicable**.

Note: The final design and form of the Link Roads will be dependent on site specific technical constraints and the related uses that enclose and overlook the road.

Dimensions & Character

Carriageway Width :	6.75 metres.
Footway/Cycleway:	4 metres (segregated).
Verge:	2 metres between carriageway and footway/ cycleway.
Junction Spacing:	40-65 metres adjacent/20-35 metres opposite.
Service Strip:	2 metres within footpath/cycleway (not in verges).
Frontage to Frontage Distance:	Between 31 - 43 metres.
Setback:	Between 7.5-13 metres from back of footway/ cycleways.
Max no. of Dwellings served:	Serves whole development plus connects wider adjoining settlements.

Design Speed:

Target Speed:	30mph

Street Trees:

Layout:	Large street trees and hedgerows set into verges.
Character:	Formal street trees and bounded by garden hedgerows and/or parkland railings.
Spacing:	15 metre spacing between street trees.

Design Details:

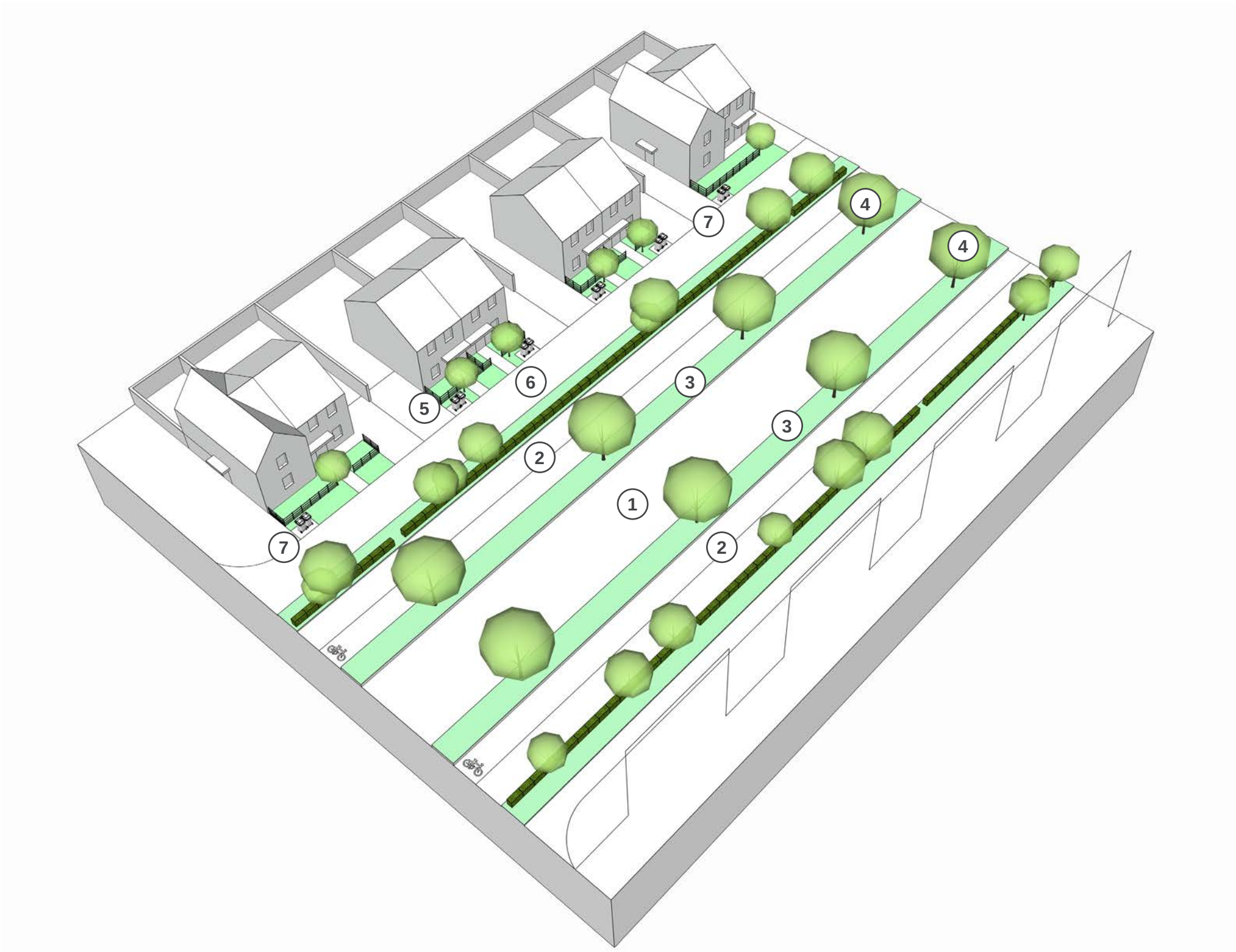
On Street Parking :	No parking on link road.
Plot Access:	Indirect via shared drives and side streets.
Junction Radius :	10 metres for junctions onto major roads and 6 metres for streets and lanes.
Traffic Calming :	Created by areas of shared space public realm at key junctions and pedestrian crossing points.
Plot Boundary Treatment:	Parkland railings with native hedgerow (Holly). 2m brick wall to rear gardens/spaces where they front streets.
Productive Landscape:	Include fruiting trees in landscaped areas for blossom in spring and fruit in autumn.

Materials:

Footway Surfacing:	Bitmac.
Carriageway :	Hot Rolled Bitmac wearing course.
Private/Shared Drives:	Tegula Priora Permeable Paver (Traditional).

Note: Final material palette subject to agreement with Oldham MBC.

See **Shared Drives** for their specific form and detailing. These tertiary routes will serve a maximum of 5 dwellings and will be detailed as a cul-de-sac.



1. Carriageway
2. Segregated Footway/Cycleway
3. Verges
4. Avenue Trees
5. Parkland Railings with Holly Hedge
6. Shared Drives & Private Front Gardens
7. Bin Collection Points

Figure 6.2 Link Road

Employment Avenue

Enclosure: The avenue will be fronted by large employment sheds, set behind landscaped frontages.

Frontage: Buildings shall front on to the avenue and take their main pedestrian accesses from it.

Surveillance: Buildings shall have their primary elevations (office elements) onto the avenue.

Setbacks: The building lines along the avenue shall be setback behind soft landscaped areas.

Footways/Cycleways: Segregated footway/cycleway to both sides of the avenue.

Servicing: Deliveries and refuse collection only from service yards.

On-Street Parking: All parking provided on each employment parcel and not on-street.

Verges: Verges set between carriageway and footway/cycleways and planted with street trees and could incorporate a swale or 'hydroplanter' depending on technical requirements.

Green Infrastructure: Street trees, verges and landscaped zones to building frontages provides green assets. Street trees should also be located to shade street furniture such as benches and secure bike stands.

Blue Infrastructure: Verges could incorporate a swale or 'hydroplanter', depending on site conditions/technical requirements.

Bus Routes: No bus route on employment avenues.

Carriageway: Single lane in each direction.

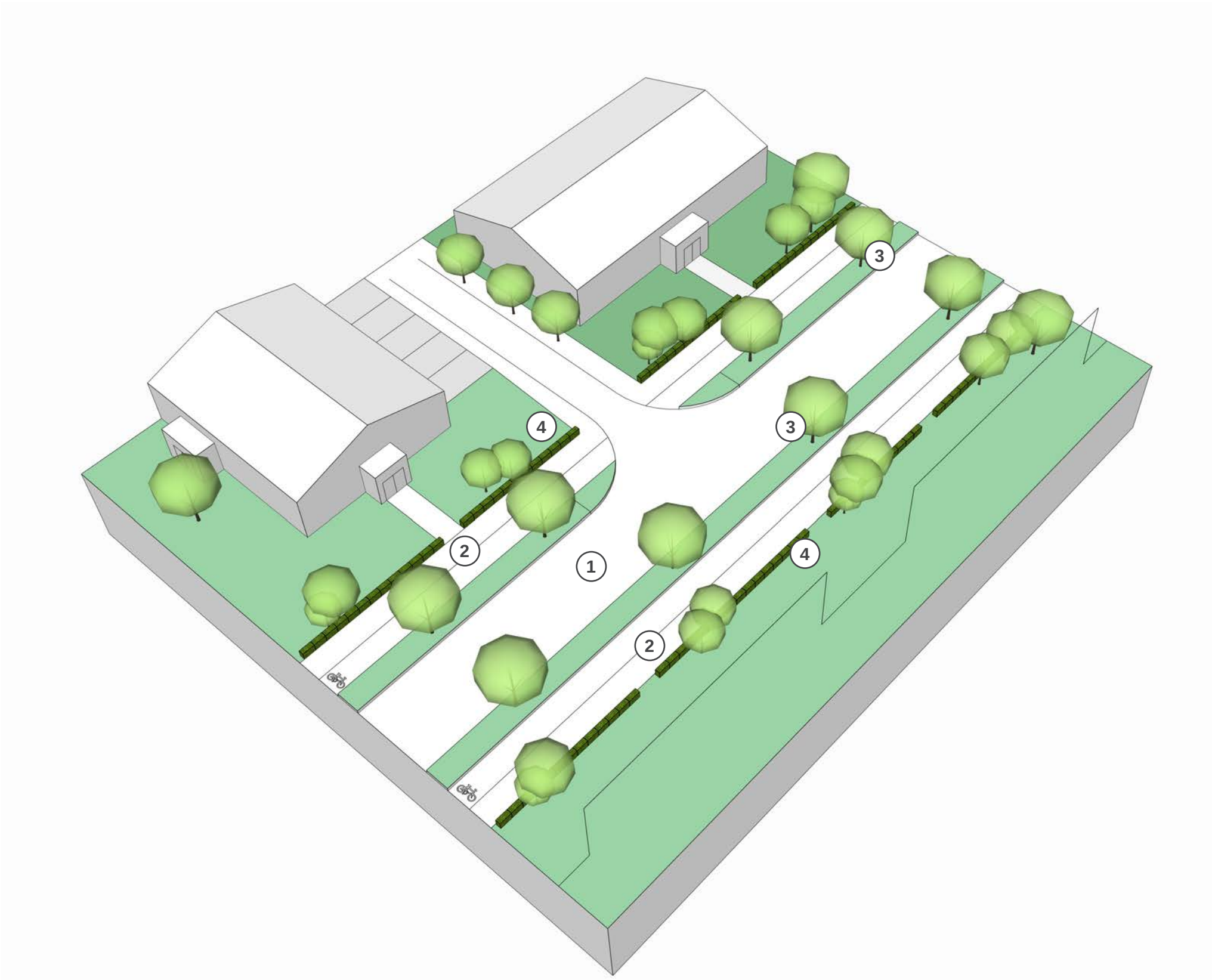
Secured by Design: Careful consideration of management and maintenance will be required in close liaison with the Council's Neighbourhood Teams over the detailed design of each element of the street and public realm hierarchy in terms of location, overlooking, policing and management.

Streets for All Street Type: Neighbourhood Street - all streets within the hierarchy shall be designed (geometry, junction layout and visibility) in accordance with **Greater Manchester's Streets for All Design Guidance/Design Manual for Roads & Bridges Standards where applicable**.

Note: The final design and form of the Avenue will be dependent on site specific technical constraints.

Dimensions & Character	
Carriageway Width :	7.3 metres.
Footway:	N/a.
Footway/Cycleway:	4 metres to both sides.
Verge:	2 metres.
Junction Spacing:	40-65 metres adjacent/20-35 metres opposite.
Service Strip:	2 metres within footpath/cycleway.
Frontage to Frontage Distance:	Between 26 - 36 metres.
Setback:	Between 5-10 metres from back of footways.
Max no. of Dwellings served:	Serves employment area only.
Design Speed:	
Target Speed:	30mph
Street Trees:	
Layout:	Large street trees set into verges.
Character:	Formal street trees with soft landscaping and 'Paldin' mesh security fencing to employment frontages.
Spacing:	15 metre spacing between street trees.
Design Details:	
On Street Parking :	No parking on avenue.
Plot Access:	Direct via service yard/car park access points.
Junction Radius :	10 metres for all junctions.
Traffic Calming :	Created by speed ramps at pedestrian crossing points.
Plot Boundary Treatment:	'Paldin' mesh security fencing set into landscaped areas.
Productive Landscape:	N/a.
Materials:	
Footway Surfacing:	Bitmac.
Carriageway :	Hot Rolled Bitmac wearing course.
Service Yards & Car Parks:	Concrete to service yards and Tegula Priora Permeable Paver (Traditional) to parking areas.

Note: Final material palette subject to agreement with Oldham MBC.



1. Carriageway
2. Segregated Footway/Cycleway
3. Avenue Trees
4. Security Fences & Soft Landscaping

Figure 6.4 Employment Avenue

Street

Enclosure: Streets will be enclosed by a mix of townhouse, semi's and detached properties reflecting the proposed densities for those parcels.

Frontage: Buildings shall front on to the street, taking their main access from it. Building on corners adjacent to junctions may take their access from the side road so as to reduce conflicts between users.

Surveillance: Homes shall have their primary elevations onto the street to ensure natural surveillance from enclosing properties.

Setbacks: The building lines along the street shall be setback behind front gardens, apart from where the street enters a square or other public realm space and then the buildings will step forward to create pinch points and thresholds into that space.

Footways/Cycleways: Footways to both sides with cycling on carriageway.

Servicing: Deliveries and refuse collection on street. Bin collection points designed and integrated into streetscape. Access to rear gardens via drives or footpaths to bin store locations and garden sheds.

Driveways & Frontage Parking: Driveways to properties shall be 3.3 metres wide to accommodate both motor vehicles and access for wheelchairs and to bin and cycle stores etc. Frontage parking spaces shall be 2.4 metres wide with a 0.9 metre wide access path to one side. Where there is more than one space access paths can be shared between two spaces.

All driveways must be compliant with Oldham's light duty vehicle crossing policy.

On-Street Parking: The street width allows on-street parking.

Green Infrastructure: Garden trees and native hedgerows to front gardens provides the green assets within the streets. Street trees should also be located to shade street furniture such as benches and secure bike stands.

Blue Infrastructure: Gardens could incorporate a rain garden or 'hydroplanter' to ameliorate storm water flows from in-curtilage roofs and the permeable pavement driveways, depending on site conditions/ technical requirements.

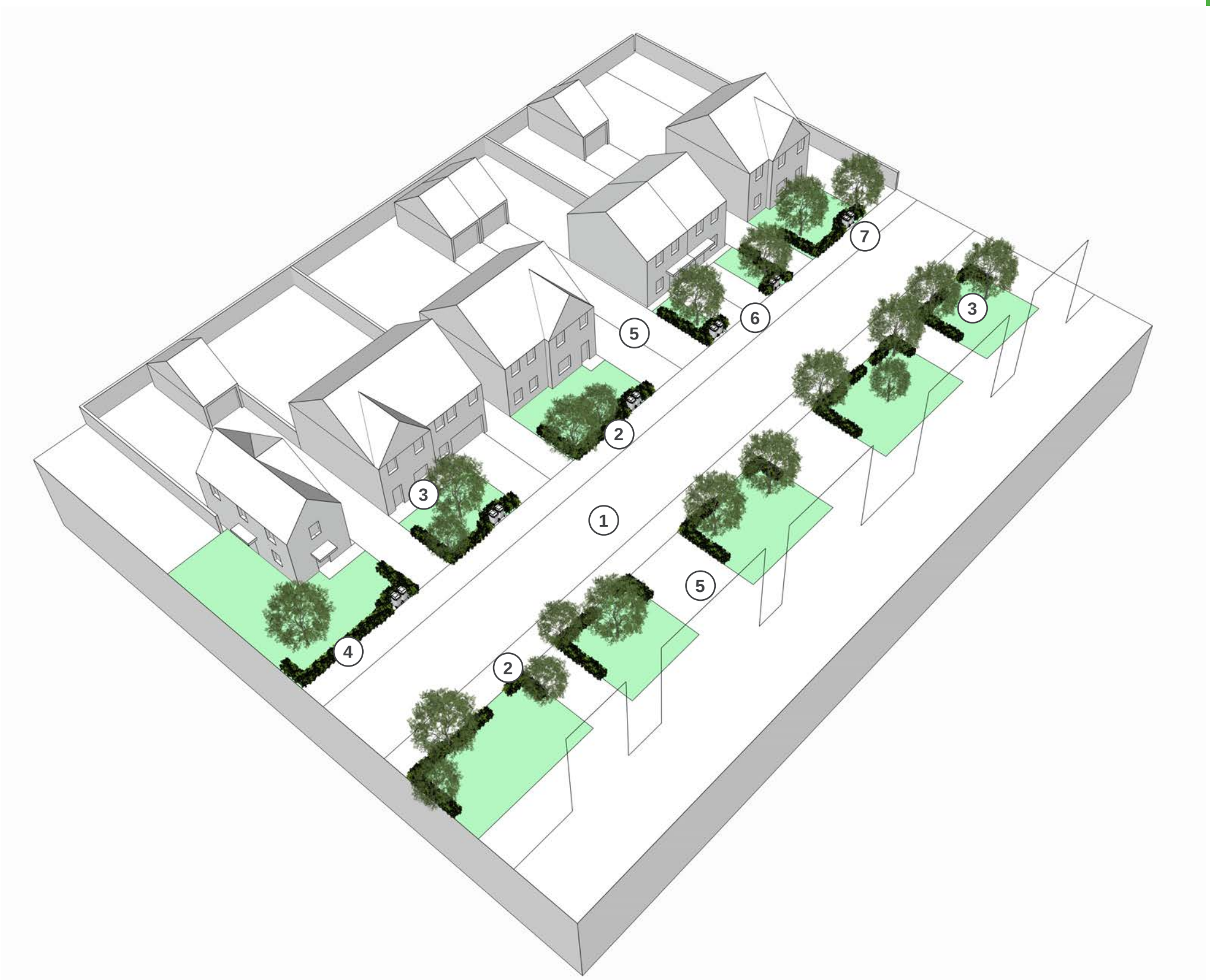
Carriageway: Single lane in each direction.

Secured by Design: Careful consideration of management and maintenance will be required in close liaison with the Council's Neighbourhood Teams over the detailed design of each element of the street and public realm hierarchy in terms of location, overlooking, policing and management.

Streets for All Street Type: Neighbourhood Street - all streets within the hierarchy shall be designed (geometry, junction layout and visibility) in accordance with **Greater Manchester's Streets for All Design Guidance**.

Dimensions & Character	
Carriageway Width :	5.5 metres.
Footway:	2 metres.
Footway/Cycleway:	N/a.
Verge:	N/a.
Junction Spacing:	25-60 metres adjacent/10-40 metres opposite.
Service Strip:	2 metres within footpath.
Frontage to Frontage Distance:	Circa 18 to 21 metres with pinch points no less than 12 metres.
Setback:	Between 1-6 metres from back of footways.
Max no. of Dwellings served:	Up to 400 homes.
Design Speed:	
Target Speed:	20mph
Street Trees:	
Layout:	Medium to small sized garden trees in boundary hedgerows and gardens.
Character:	Informal front gardens set behind footways.
Spacing:	Random spacing to garden trees.
Design Details:	
On Street Parking:	Allow for on-street visitor parking with some areas of parking bays.
Plot Access:	Direct from street, some may be shared or from side street.
Junction Radius:	6 metres.
Traffic Calming:	Created by areas of shared space public realm at key junctions.
Plot Boundary Treatment:	Native hedgerow (Hornbeam) with street trees (Field Maple) and high brick wall to rear gardens where they front streets.
Productive Landscape:	Include fruiting trees within front gardens for blossom in spring and fruit in autumn.
Materials:	
Footway Surfacing:	Bitmac wearing course.
Carriageway:	Hot Rolled Bitmac wearing course.
Private Drives:	Tegula Priora Permeable Paver (Traditional).

Note: Final material palette subject to agreement with Oldham MBC.



1. Carriageway
2. Footway
3. Garden Trees
4. Hornbeam Hedge
5. Private Drives
6. Limited Frontage Parking
7. Bin Collection Points

Figure 6.5 Street

Lane

Enclosure: The lanes will be fronted by primarily semi-detached and detached homes of 2 storeys in height set behind small front garden spaces or immediately to back of shared space.

Frontage: Buildings shall front on to the lanes, taking their main access from it. Buildings on corners may take their access from the side road so as to reduce conflicts between users.

Surveillance: Homes shall have their primary elevations onto the lane to ensure natural surveillance.

Setbacks: The lanes are informal in character and so buildings shall step back and forth with some having front gardens and others being immediately to back of footway.

Footways/Cycleways: Footway to both sides with cycling on carriageway.

Servicing: Deliveries and refuse collection on carriageway. Bin collection points designed into streetscape. Access to rear gardens via drives or footpaths to bin store locations and garden sheds.

Driveways & Frontage Parking: Driveways to properties shall be 3.3 metres wide to accommodate both motor vehicles and access for wheelchairs and to bin and cycle stores etc. Frontage parking spaces shall be 2.4 metres wide with a 0.9 metre wide access path to one side. Where there is more than one space access paths can be shared between two spaces.

All driveways must be compliant with Oldham's light duty vehicle crossing policy.

On-Street Parking: The street width allows on-street parking.

Green Infrastructure: Garden trees and hedgerows to front gardens provides the green assets within the lanes, where space allows. Trees within highway where shared spaces and/or thresholds are proposed. Street trees should also be located to shade street furniture such as benches and secure bike stands.

Blue Infrastructure: Gardens could incorporate a rain garden or 'hydroplanter' to ameliorate storm water flows from in-curtilage roofs and the permeable pavement driveways, depending on site conditions/ technical requirements.

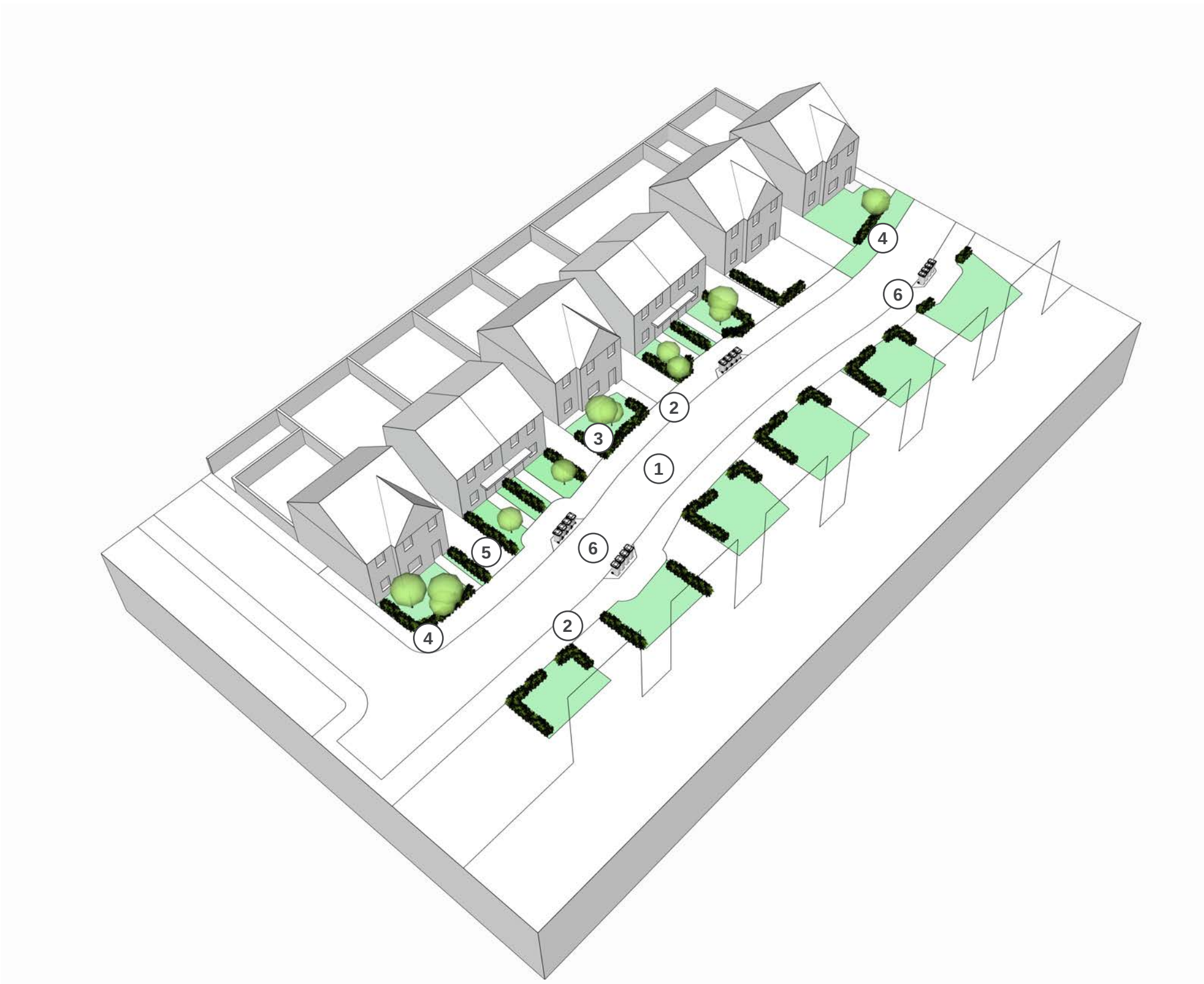
Carriageway: Single lane in each direction.

Secured by Design: Careful consideration of management and maintenance will be required in close liaison with the Council's Neighbourhood Teams over the detailed design of each element of the street and public realm hierarchy in terms of location, overlooking, policing and management.

Streets for All Street Type: Neighbourhood Street - all streets within the hierarchy shall be designed (geometry, junction layout and visibility) in accordance with **Greater Manchester's Streets for All Design Guidance**.

Dimensions & Character	
Carriageway Width :	5.5 metres.
Footway:	2 metres to each side of carriageway.
Footway/Cycleway:	N/a.
Verge:	N/a.
Junction Spacing:	25-60 metres adjacent/10-40 metres opposite.
Service Strip:	2 metres within footpaths.
Frontage to Frontage Distance:	Circa 18 metres with pinch points no less than 12 metres.
Setback:	Between 0-6 metres from back of footways.
Max no. of Dwellings served:	Up to 50 homes.
Design Speed:	
Target Speed:	15-20mph
Street Trees:	
Layout:	Small sized garden trees in boundary hedgerows and gardens.
Character:	Intimate varied streetscenes with a stepping building line and intermittent informal front gardens.
Spacing:	Random spacing to garden trees with street trees in thresholds as part of traffic calming approach.
Design Details:	
On Street Parking:	Allow for on-street visitor parking with some areas of parking bays.
Plot Access:	Direct from lane, some may be shared or from side street.
Junction Radius:	6 metres.
Traffic Calming:	Created by areas of shared space public realm at key junctions.
Plot Boundary Treatment:	Native hedgerow (Field Maple) with street trees (Whitebeam) and high brick wall to rear gardens where they front streets.
Productive Landscape:	Include fruiting trees within front gardens for blossom in spring and fruit in autumn.
Materials:	
Footway Surfacing:	Bitmac wearing course.
Carriageway:	Hot Rolled Bitmac wearing course.
Private Drives:	Tegula Priora Permeable Paver (Traditional).

Note: Final material palette subject to agreement with Oldham MBC.



1. Carriageway
2. Footway
3. Garden Trees
4. Mixed Native Hedges
5. Private Drives
6. Bin Collection Points

Figure 6.7 Lane

Mews

Enclosure: The mews will be fronted by primarily townhouse and semi-detached homes of 2 to 3 storeys in height set behind small front garden spaces or immediately to back of shared space.

Frontage: Buildings shall front on to the mews taking their main access from it. Buildings on corners may take their access from the side road so as to reduce conflicts between users.

Surveillance: Homes shall have their primary elevations onto the mews to ensure natural surveillance.

Setbacks: The mews are formal in character and so buildings shall be set to a building line with some having front gardens/planters and others with hard surfaced parking bays.

Footways/Cycleways: Footways to both sides with cycling on carriageway. Footways defined by changes in level/surface materials/ texture/colour and protected by trees/planters/build-outs or use of bollards as part of space design.

Servicing: Deliveries and refuse collection on carriageway. Bin collection points designed into streetscape. Access to rear gardens via drives or footpaths to bin store locations and garden sheds.

Driveways & Frontage Parking: Driveways to properties shall be 3.3 metres wide to accommodate both motor vehicles and access for wheelchairs and to bin and cycle stores etc. Frontage parking spaces shall be 2.4 metres wide with a 0.9 metre wide access path to one side. Where there is more than one space access paths can be shared between two spaces.

All driveways must be compliant with Oldham's light duty vehicle crossing policy.

On-Street Parking: On street parking bays as part of shared space mews.

Green Infrastructure: Street trees within the mews in build-outs and pavements, garden trees and hedgerows to front gardens provides the green assets within the mews, where space allows. Street trees should also be located to shade street furniture such as benches and secure bike stands.

Blue Infrastructure: Gardens could incorporate a rain garden or 'hydroplanter' to ameliorate storm water flows from in-curtilage roofs and the permeable pavement driveways, depending on site conditions/ technical requirements.

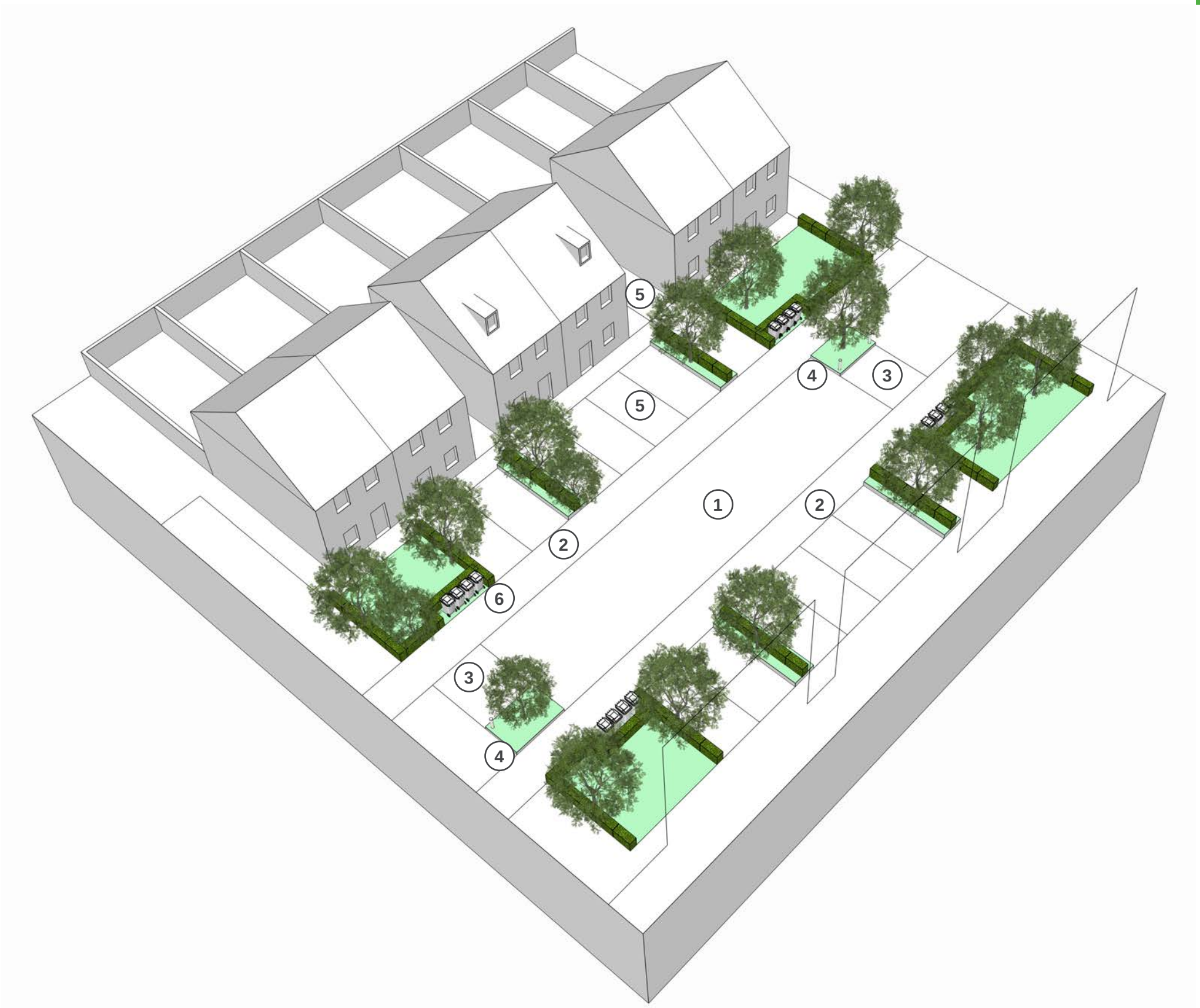
Carriageway: Single lane in each direction.

Secured by Design: Careful consideration of management and maintenance will be required in close liaison with the Council's Neighbourhood Teams over the detailed design of each element of the street and public realm hierarchy in terms of location, overlooking, policing and management.

Streets for All Street Type: Neighbourhood Street - all streets within the hierarchy shall be designed (geometry, junction layout and visibility) in accordance with **Greater Manchester's Streets for All Design Guidance**.

Dimensions & Character	
Carriageway Width :	5.5 metres swept path within shared space.
Footway:	2 metres.
Footway/Cycleway:	N/a.
Verge:	N/a.
Junction Spacing:	25-60 metres adjacent/10-40 metres opposite.
Service Strip:	2 metres within footways.
Frontage to Frontage Distance:	Circa 18 metres with pinch points no less than 12 metres.
Setback:	Between 0-6 metres from back of refuge zones.
Max no. of Dwellings served:	Up to 30 homes.
Design Speed:	
Target Speed:	10-15mph
Street Trees:	
Layout:	Medium sized street trees with small sized garden trees in boundary hedgerows and gardens.
Character:	Formal and well enclosed mews space with consistent building lines and the streetscape made up of shared spaces, front gardens/raised planters.
Spacing:	Random spacing to garden trees with street trees in thresholds as part of traffic calming approach.
Design Details:	
On Street Parking:	Allow for on-street visitor parking within demarcated parking bays.
Plot Access:	Direct from lane via drives and bays or from side street.
Junction Radius:	6 metres.
Traffic Calming:	Shared space public realm.
Plot Boundary Treatment:	Use of planters and/or hedges (Box) to garden spaces with street trees (Birch).
Productive Landscape:	Include fruiting trees within front gardens for blossom in spring and fruit in autumn.
Materials:	
Footway Surfacing:	Tegula Block Paver (Heather).
Carriageway:	Tegula Block Paver (Traditional).
Private Drives:	Tegula Priora Permeable Paver (Traditional).

Note: Final material palette subject to agreement with Oldham MBC.



1. Shared Surface Mews
2. Footways
3. Build-outs & Thresholds
4. Trees/Street Food/Ornamental Planters
5. Frontage Parking & Private Drives
6. Bin Collection Points

Figure 6.8 Mews

Unadopted Shared Drive

Enclosure: The drives will be fronted by primarily semi-detached and detached homes of 2 storeys in height set behind front garden spaces.

Frontage: Buildings shall front on to the drives taking their main access from it. Buildings on corners may take their access from the side road so as to reduce conflicts between users.

Surveillance: Homes shall have their primary elevations onto the drive to ensure natural surveillance.

Setbacks: The shared drives are informal in character and so buildings shall step back and forth with some having front gardens and others being set behind parking bays.

Footways/Cycleways: No footways, service verges only.

Servicing: Deliveries and refuse collection on carriageway. Bin collection points designed into streetscape, close to adopted highways. Access to rear gardens via drives or footpaths to bin store locations and garden sheds.

Driveways & Frontage Parking: Driveways to properties shall be 3.3 metres wide to accommodate both motor vehicles and access for wheelchairs and to bin and cycle stores etc. Frontage parking spaces shall be 2.4 metres wide with a 0.9 metre wide access path to one side. Where there is more than one space access paths can be shared between two spaces.

All driveways must be compliant with Oldham's light duty vehicle crossing policy.

On-Street Parking: On street parking bays or localised widening in key locations.

Green Infrastructure: Garden trees and hedgerows to front gardens provides the green assets within the drives. Street trees should also be located to shade street furniture such as benches and secure bike stands.

Blue Infrastructure: Gardens could incorporate a rain garden or 'hydroplanter' to ameliorate storm water flows from in-curtilage roofs and the permeable pavement driveways. Swales could be set into the green spaces to intercept surface water from shared drives as part on SuDS Management Train. Final design dependent on site conditions/ technical requirements.

Carriageway: Variable width carriageway with localised widening for passing places/manoeuvring.

Secured by Design: Careful consideration of management and maintenance will be required in close liaison with the Council's Neighbourhood Teams over the detailed design of each element of the street and public realm hierarchy in terms of location, overlooking, policing and management.

Streets for All Street Type: Neighbourhood Street - all streets within the hierarchy shall be designed (geometry, junction layout and visibility) in accordance with **Greater Manchester's Streets for All Design Guidance**.

Dimensions & Character	
Carriageway Width :	4.5-6 metres generally with localised widening/bays to accommodate on-street parking/passing places/ manoeuvring space from driveways.
Footway:	N/a.
Footway/Cycleway:	N/a.
Verge:	2 metres to both sides of drive.
Junction Spacing:	N/a.
Service Strip:	2 metres within verges.
Frontage to Frontage Distance:	N/a.
Setback:	Between 2-6 metres from back of carriageway.
Max no. of Dwellings served:	Up to 5 homes.
Design Speed:	
Target Speed:	0-10mph
Street Trees:	
Layout:	Medium to small sized garden trees in boundary hedgerows and gardens. Larger trees in adjacent open spaces.
Character:	Strong green frontage to development with trees breaking up built form in front of and between homes.
Spacing:	Random spacing to garden trees and stands/copses of trees in open spaces.
Design Details:	
On Street Parking:	Allow for on-street visitor parking with some areas of parking bays.
Plot Access:	Direct from drive via side drives or from adjoining street.
Junction Radius:	2 metres.
Traffic Calming:	Shared space drive.
Plot Boundary Treatment:	Mixed native hedgerow to front gardens and high brick wall to rear gardens where they front streets.
Productive Landscape:	Include fruiting trees in front gardens, hedgerows and adjoining open spaces for blossom in spring and fruit in autumn.
Materials:	
Footway Surfacing:	N/a.
Carriageway:	Tegula Block Paver (Traditional).
Private Drives:	Tegula Priora Permeable Paver (Traditional).

Note: Final material palette subject to agreement with Oldham MBC.



1. Shared Surface
2. Service Strip within Verge
3. Garden Trees
4. Native Garden Hedgerow
5. Private Drives & Garages
6. Open Space Tree Planting
7. Bin Collection Point
8. Visitor Parking Bays
9. Planting stops vehicle overrunning

Figure 6.9 Unadopted Shared Drive

Garden Square

Enclosure: Strongly enclosed by surrounding built form and boundary treatments.

Frontage: Buildings shall have active frontages on to the garden square and if that is a secondary elevation it must be well detailed and have a strong active fenestration. Buildings on corners may take their access from the adjoining road.

Surveillance: Homes shall have active elevations onto the space to ensure natural surveillance.

Setbacks: Defensible space of no less than 1 metre width minimum will be provided to properties fronting the square.

Footways/Cycleways: Footpaths to both sides with cycling on carriageway.

Servicing: Deliveries and refuse collection on carriageway. Bin collection points designed into space. Access to rear gardens via drives or footpaths to bin store locations and garden sheds.

Driveways & Frontage Parking: Driveways to properties shall be 3.3 metres wide to accommodate both motor vehicles and access for wheelchairs and to bin and cycle stores etc. Frontage parking spaces shall be 2.4 metres wide with a 0.9 metre wide access path to one side. Where there is more than one space access paths can be shared between two spaces.

All driveways must be compliant with Oldham's light duty vehicle crossing policy.

On-Street Parking: The street width allows on-street parking.

Green Infrastructure: Landscape elements of the square will be designed to reflect its intended use. Trees will offer dappled shade and a green backdrop/roof and be of a scale to suit the space. Street trees should also be located to shade street furniture such as benches, play equipment and secure bike stands.

Blue Infrastructure: Gardens and garden square could incorporate a rain garden/'hydroplanter'/swales to ameliorate storm water flows from in-curtilage roofs, the permeable pavement driveways and surrounding streets, as part on SuDS Management Train. Final design dependent on site conditions/technical requirements.

Carriageway: Single lane in each direction.

Secured by Design: Careful consideration of management and maintenance will be required in close liaison with the Council's Neighbourhood Teams over the detailed design of each element of the street and public realm hierarchy in terms of location, overlooking, policing and management.

Streets for All Street Type: Neighbourhood Street - all streets within the hierarchy shall be designed (geometry, junction layout and visibility) in accordance with **Greater Manchester's Streets for All Design Guidance**.

Dimensions & Character

Carriageway Width :	5.5 metre perimeter streets to central green space.
Footway:	2 metres footways.
Footway/Cycleway:	N/a.
Verge:	N/a.
Junction Spacing:	See Streets.
Service Strip:	2 metres within footways.
Frontage to Frontage Distance:	Circa 12 - 70 metres.
Setback:	Circa 1- 6 metre defensible space to adjoining buildings frontages.
Max no. of Dwellings served:	Up to 150 Homes from surrounding streets/lanes.

Design Speed:

Target Speed:	0-5mph

Street Trees:

Layout:	Medium to large sized garden trees in square.
Character:	Urban green space where trees offer green backdrop and dappled shade to users.
Spacing:	Tree spacing dependent on size of square.

Design Details:

On Street Parking:	Homes fronting onto the space requiring direct vehicular access shall include parking bays designed into space.
Plot Access:	Direct or from space.
Junction Radius:	6 metres.
Traffic Calming:	Paved thresholds with buildings stepping forward at thresholds to announce arrival.
Plot Boundary Treatment:	**P**arkland railing with Hornbeam hedge to front gardens and high brick wall to rear gardens where they front streets.
Productive Landscape:	Orchard trees and herb garden planters integrated into square design.

Materials:

Footway Surfacing:	Bitmac wearing course..
Carriageway:	Tegula Block Paver (Traditional) to thresholds with Hot Rolled Bitmac wearing course to rest of space.
Shared/Private Drives:	Tegula Priora Permeable Paver (Traditional).

Note: Final material palette subject to agreement with Oldham MBC.



1. Traditional Streets around Square
2. Buildings enclose & overlook Square
3. Street Trees
4. Central Green as part of Garden Square
5. Play Area
6. Open Space Tree Planting
7. Shared Drive
8. Thresholds on approaches to Square

Figure 6.10 Garden Square

Square

Enclosure: Strongly enclosed by surrounding built form and boundary treatments.

Frontage: Buildings shall have active frontages on to the square and if that is a secondary elevation it must be well detailed and have a strong active fenestration. Buildings on corners may take their access from the adjoining road.

Surveillance: Homes shall have active elevations onto the space to ensure natural surveillance.

Setbacks: Defensible space of no less than 1 metre width minimum will be provided to properties fronting the square.

Footways/Cycleways: Footpaths to both sides with cycling on carriageway.

Servicing: Deliveries and refuse collection on carriageway. Bin collection points designed into space. Access to rear gardens via drives or footpaths to bin store locations and garden sheds.

Driveways & Frontage Parking: Driveways to properties shall be 3.3 metres wide to accommodate both motor vehicles and access for wheelchairs and to bin and cycle stores etc. Frontage parking spaces shall be 2.4 metres wide with a 0.9 metre wide access path to one side. Where there is more than one space access paths can be shared between two spaces.

All driveways must be compliant with Oldham's light duty vehicle crossing policy.

On-Street Parking: If parking required this shall be in designated bays or via drives designed into the square as part of the overall design (not an afterthought).

Green Infrastructure: Landscape elements of the square will be designed to reflect its intended use. Trees will offer dappled shade and a green backdrop/roof and be of a scale to suit the space. Street trees should also be located to shade street furniture such as benches and secure bike stands.

Blue Infrastructure: Gardens could incorporate a rain garden or 'hydroplanter' to ameliorate storm water flows from in-curtilage roofs and the permeable pavement driveways, depending on site conditions/ technical requirements.

Carriageway: Single lane in each direction.

Secured by Design: Careful consideration of management and maintenance will be required in close liaison with the Council's Neighbourhood Teams over the detailed design of each element of the street and public realm hierarchy in terms of location, overlooking, policing and management.

Streets for All Street Type: Neighbourhood Street - all streets within the hierarchy shall be designed (geometry, junction layout and visibility) in accordance with **Greater Manchester's Streets for All Design Guidance**.

Dimensions & Character	
Carriageway Width :	5.5 metres.
Footway:	2 metres footways.
Footway/Cycleway:	N/a.
Verge:	N/a.
Junction Spacing:	See Streets.
Service Strip:	2 metres within footways.
Frontage to Frontage Distance:	Circa 12 - 30 metres.
Setback:	Circa 1 metre defensible space minimum to adjoining buildings frontages.
Max no. of Dwellings served:	Up to 150 Homes from surrounding streets/lanes.
Design Speed:	
Target Speed:	0-5mph
Street Trees:	
Layout:	Medium sized street trees in square.
Character:	Urban green space where trees offer green backdrop and dappled shade to users.
Spacing:	Tree spacing dependent on size of square.
Design Details:	
On Street Parking:	Homes fronting onto the space requiring direct vehicular access shall include parking bays designed into space.
Plot Access:	Direct off square or from side street..
Junction Radius:	Allow for 6 metres swept path but may not be heavily demarcated in paving surfaces.
Traffic Calming:	Pedestrian priority shared space.
Plot Boundary Treatment:	Low brick wall boundary to front gardens and high brick wall to rear gardens where they front streets.
Productive Landscape:	Herb garden planters integrated into square design.
Materials:	
Footway Surfacing:	Bitmac wearing course..
Carriageway:	Tegula Block Paver (Traditional) to thresholds with Hot Rolled Bitmac wearing course to rest of space.
Private Drives:	Tegula Priora Permeable Paver (Traditional).

Note: Final material palette subject to agreement with Oldham MBC.



1. Carriageway
2. Footways
3. Thresholds on approaches to Square
4. Adjoining Streets & Lanes
5. Street Trees
6. Strong Enclosure
7. Integrated Frontage Parking
8. Street Food/Ornamental Planters
9. Bin Collection Points

Figure 6.11 Square

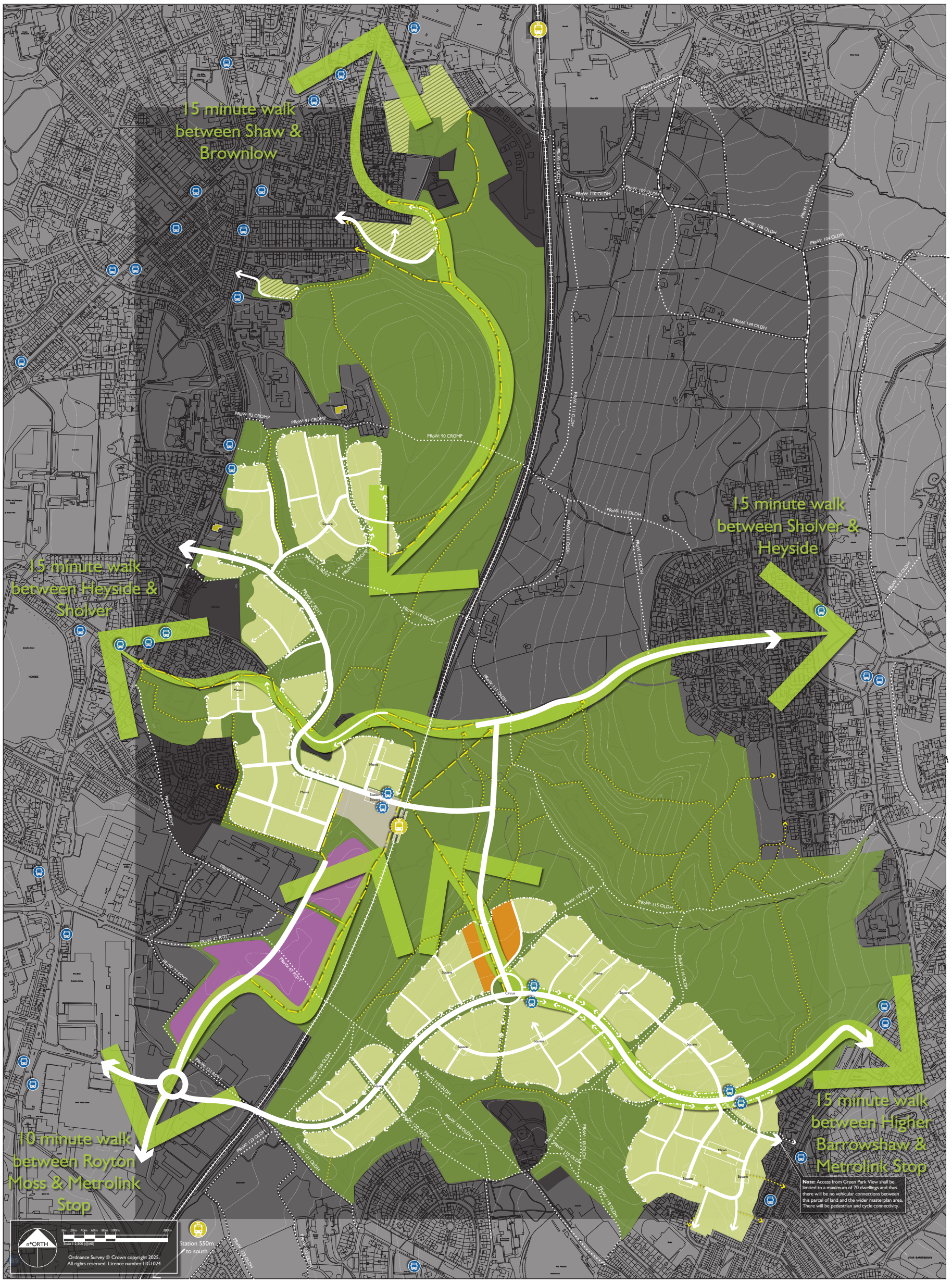


Figure 6.12
Amenity Footpath & Cycleway Network

The Amenity Footpath, Wheeling & Cycleway Network

In addition to the footpaths, cycleways and shared spaces that run alongside or on the link roads, avenues, streets, lanes and through shared spaces, an amenity footpath, wheeling and cycleway network runs through the green infrastructure of the site and has been designed to connect out via the wider public rights of way and movement networks to surrounding neighbourhoods. Figure 6.12 highlights the locations of amenity footpaths, wheeling routes and cycleways.

Whilst many of the existing Pubic Rights of Way (PRoW's) and other routes run steeply up the valley sides, many of the routes proposed work with the contours so that the proposed routes have a more gradual gradient, to ensure walking, wheeling and cycling between places is more pleasurable and an attractive alternative to jumping into the car for local journeys. Figure 6.2 illustrates the general flow of the contours and the proposed routes either run along those contours or exploit shallower gradients whenever possible to encourage their use.

The illustration in Figure 6.12 sets out that travelling through the masterplan area, on foot, enables those users to get from Heyside to Sholver (east to west) in 15 minutes or from Shaw to Higher Barrowshaw in 25 to 30 minutes, wheeling and cycling will be much quicker.

Secured By Design

Secured by Design (SbD) is a police initiative to guide and encourage those engaged within the design, specification and building of new homes to adopt crime prevention measures.

The latest designing out crime guidance has been split into a series of separate documents relating to different forms of development and can be downloaded via the link below:

www.securedbydesign.com

This guidance should be referenced alongside this coding as part of the design process and the approach adopted to designing out crime should clearly be set-out in the D&As.

Much of the SbD guidance is around good urban design and common sense covering such issues as the layout of new roads and houses. The layout should be:

- Visually open;
- direct;
- well used; and,
- retain defensible space between properties and the streets.

In addition routes should be legible within the hierarchy which is covered in chapter iii of this guide. Different routes and their public/semi private/ private status should clearly be identified in the design of the streets by using features such as:

- Creating thresholds;
- using changes of road/pavement surfacing; and,
- narrowing a road visually by stepping the building line inwards, using walls and planting to emphasise a gateway.

However design teams must ensure that following Secured by Design principles is not to the detriment of good urban design. A balanced and practical approach must be adopted.

Some SbD principles around permeability restrict opportunities for pedestrian/cycle way connections due to their potential use as escape routes, anti-social behaviour or concerns over unseen access to properties. If good urban design is followed and such routes are well overlooked and well lit, with properties fronting out onto them then the associated risks are much reduced.

SbD offers comprehensive guidance on designing out crime aimed at both the masterplanning and detailed design stages. As stated above SbD must not be delivered at the expense of good urban design practice. They are not mutually exclusive and both can be delivered where a common sense approach is adopted.

'Street' Food

There are many retrofit community projects in existing cities, towns and villages around community food production. Some are related to 'Gorilla Greening' which are direct action community projects where disused or derelict sites are occupied and turned into community gardens or allotments and other projects are civic-led initiatives whereby planters and herbaceous borders in parks or other open spaces are given over to food growing community groups.

Rather than waiting for such initiatives to emerge out of the new community, developers will need to consider placing food growing and production into the heart of their proposals for each and every parcel of development. Developers, where suitable and appropriate, will be expected to incorporate fruit trees into gardens and orchards into squares and open spaces, 'productive planters' into mews and squares outside of the adopted highway.

Developers will also be required to provide 300mm minimum depth of a good quality topsoil to the rear gardens of the homes they develop to encourage home growing of fruit and vegetables. Food production not only benefits the health of the community but also provides nectar to pollinators, especially bees, and provides the community with the opportunity to interact with nature. Figure 6.13 illustrates the opportunity for community food production.



Figure 6.13 Community Food Production

Doorstep Play

A mix of play areas are proposed across the neighbourhood. Strategic play opportunities have been incorporated into the open spaces. Formal Neighbourhood Equipped Areas for Play (NEAPs), Locally Equipped Areas for Play (LEAPs) and Local Areas of Play (LAPs) which are set into the open spaces and overlooked by the surrounding homes.

As reflected in recent changes to the Highway Code streets and squares will be taken back from the motorcar and returned to the pedestrian as a resource for the communities own use. Children's play is just one aspect of this step-change, along with community events and food production, the latter described previously.

Street play shall be enabled by designing safe spaces into the street for the incorporation of play elements. Those elements could be a simple garden or natural space, seating zone etc.

Precedent images are illustrated here in Figure 6.14.

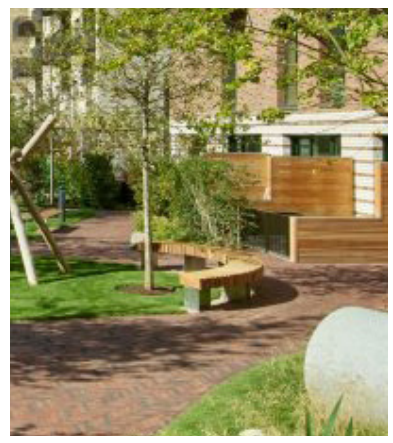




















Figure 6.14 Doorstep Play

Car Parking

Local and national design guidance have long advocated the need for careful and thoughtful integration of car parking into new developments.

Parking can be a positive element, adding vibrancy to a streetscene, as long as its well designed and integrated into the layouts, using a toolbox of allocated and unallocated parking solutions.

Car parking within any setting is contentious. Car ownership and use are two separate issues. Many nations with low car usage still have a high level of car ownership.

The flexibility, opportunity and choice a car offers to an individual or a family in terms of movement has only been more emphasised during the pandemic and so cars and car parking needs to be designed and integrated into the neighbourhood.

Pedestrian and cycle permeability is at the heart of the design ethos and so it is hoped that whilst cars and car parking will be part of the movement strategy for all the neighbourhoods, the community will walk and cycle within and out of the masterplan area, leaving the car at home.

Levels of car parking for each use will need to meet the standards required by Oldham Council, as set out in Appendix 12 of the Draft Local Plan (December 2023).

In terms of residential (Use Class C3) parking standards a 1 bed house requires 1 space per dwellings, 2-3 bedrooms 1.5 spaces per dwelling and a 4+ bedroom house requires 2 spaces per dwelling.

The parking standards should also be read in relation to cycle parking requirements ,which are dealt with over page.

Creative integration of cars into the streetscape and private curtilage of properties will be required. Heavy usage of frontage parking solutions does not lead to a balanced approach and affects the quality of the streetscenes a mix of solutions is therefore needed.

Figure 6.15 here illustrates that balanced approach to residential parking.



Figure 6.15 A Balanced Approach to Residential Car Parking






Figure 6.16 Cycle Parking & Storage Precedent Imagery

Cycle Parking & Storage

Convenient parking and storage of cycles is key to promoting their use. Good levels of secured and weatherproof bike storage related to apartments, commercial, retail and community space is required by these codes, as is on-street cycle racks in key locations around Beal Valley and Broadbent Moss for visitors utilising the shops, open spaces or visiting friends within the neighbourhood.

Potential solutions for all forms of cycle storage are set out in the precedent imagery in Figure 6.16.

Cycling for commuting and leisure has grown exponentially over the last few years and so cycling does not only need to be designed into the movement strategy for the site, but also be accommodated in terms of parking, both in the public realm and private curtilage of the homes.

On street secure cycle stands are proposed in key locations such as the local centre or as part of key green spaces, as illustrated in Figure 6.17 here. Such stands would require shelter. Solutions incorporating shelters are illustrated above in Figure 6.16.

Cycle parking within the private curtilage of homes will be within garden sheds/stores in rear gardens or within car ports/garages in the form of cycle stands at floor level or vertical wall stands.

The cycle parking/storage solutions are illustrated in Figure 6.16, along with access routes from the public realm to the storage locations.

Apartments and industrial units will also require secure bike storage, either in the form of weatherproof lockers integrated into external communal spaces/service yards, the ground floor of the communal atrium/staff entrance or within the entrance hall to individual apartments, depending on the general design and layout, again such solutions are illustrated in Figure 6.16 above.

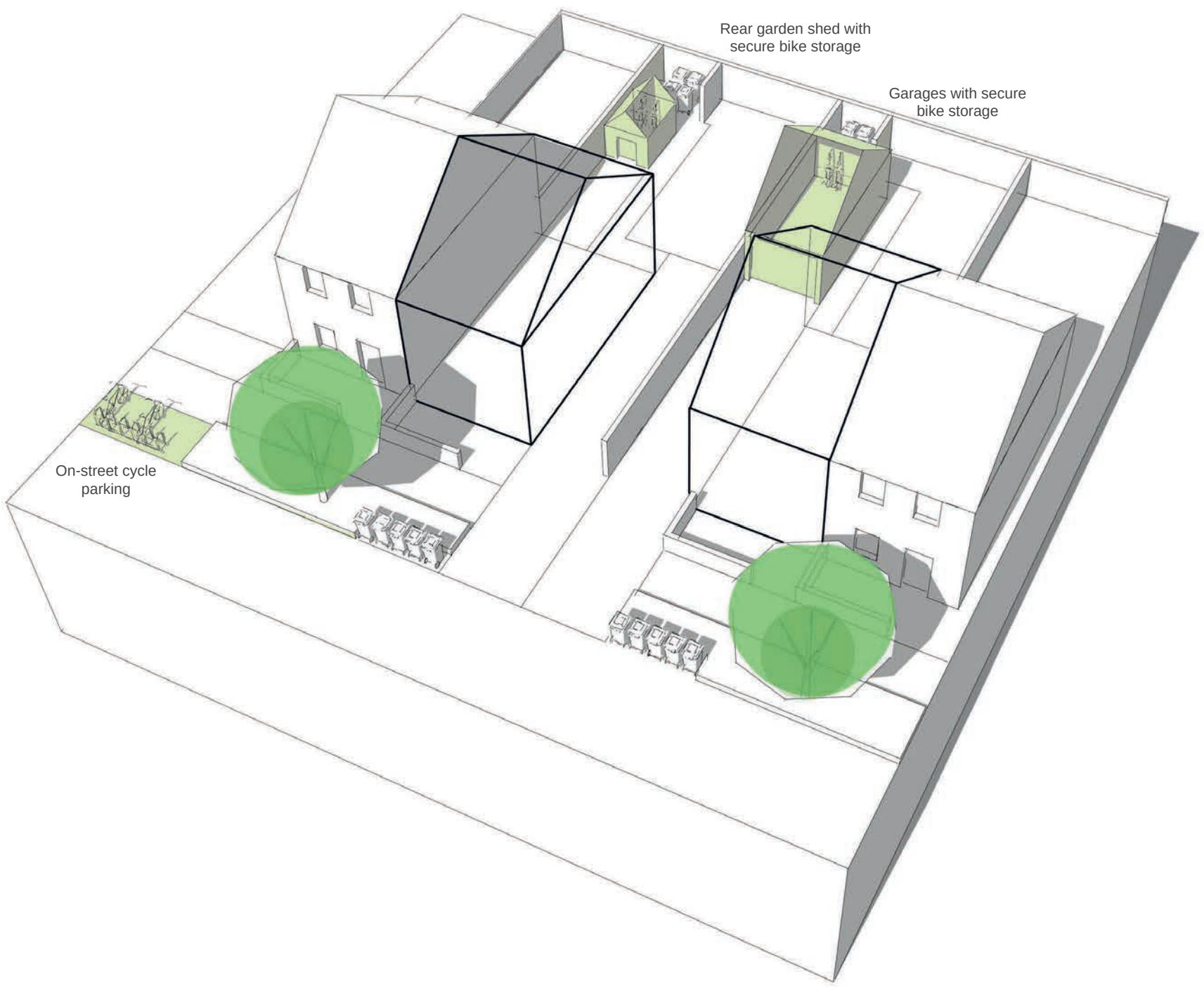


Figure 6.17 Cycle Parking & Storage

Substations & Utilities

Electricity sub and water pumping stations, on many occasions end up being an afterthought in the design of new neighbourhood. Sub and pumping stations need to be located for ease of access from the adopted highway and are usually erected on an open space frontage, on a key sight line. The design of utilities and their locations must be considered at the start of the design process and properly integrated into the layout with the other built forms of the development.

Access for emergency vehicles must also be considered in the design and layout of the neighbourhood. The street hierarchy coding has considered the needs of emergency vehicles in terms of access, manoeuvring and indeed in the space required for fire tenders to drop stabilising feet etc.

The design of utilities must be properly integrated into the layout with other building forms or integrated into the landscape with appropriate screening in the form of planting and walls/fences, as illustrated in Figure 6.17. The substation envelope must draw on the designs and materials used on the built form so it forms part of the streetscene.

Bin Stores & Refuse Collection

The street hierarchy has also taken into account refuse vehicles in terms of both movement and collection of bins. This coding also considers the location and storage of bins for individual residential properties, apartments and other communal uses, along with the design of 'bin day' collection points within the streetscape. All solutions must not be retrofitted to the layout and must be an integral part of the design process.

Wheelie bins located in front gardens or left on the streets create a poor streetscene and take away from the visual quality of the place.

Figure 6.17 illustrates the potential arrangement of bin store locations and the access routes between bin stores and the location of the bin collection points within the public realm so that bins are not left blocking footways or obstructing the streets. The collection points should be within 50 metres of each property and so should be centrally located serving circa 3 to 5 properties.

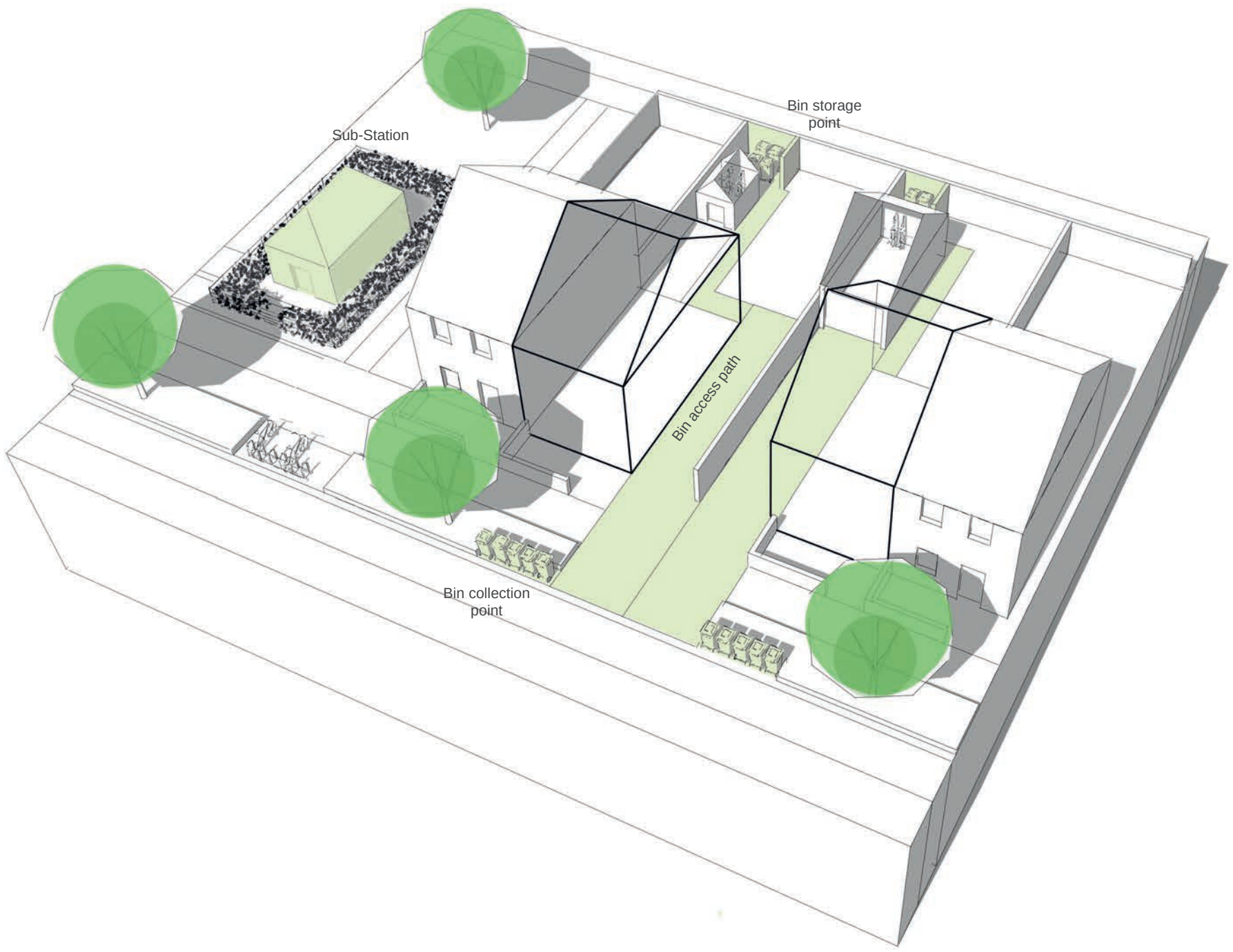
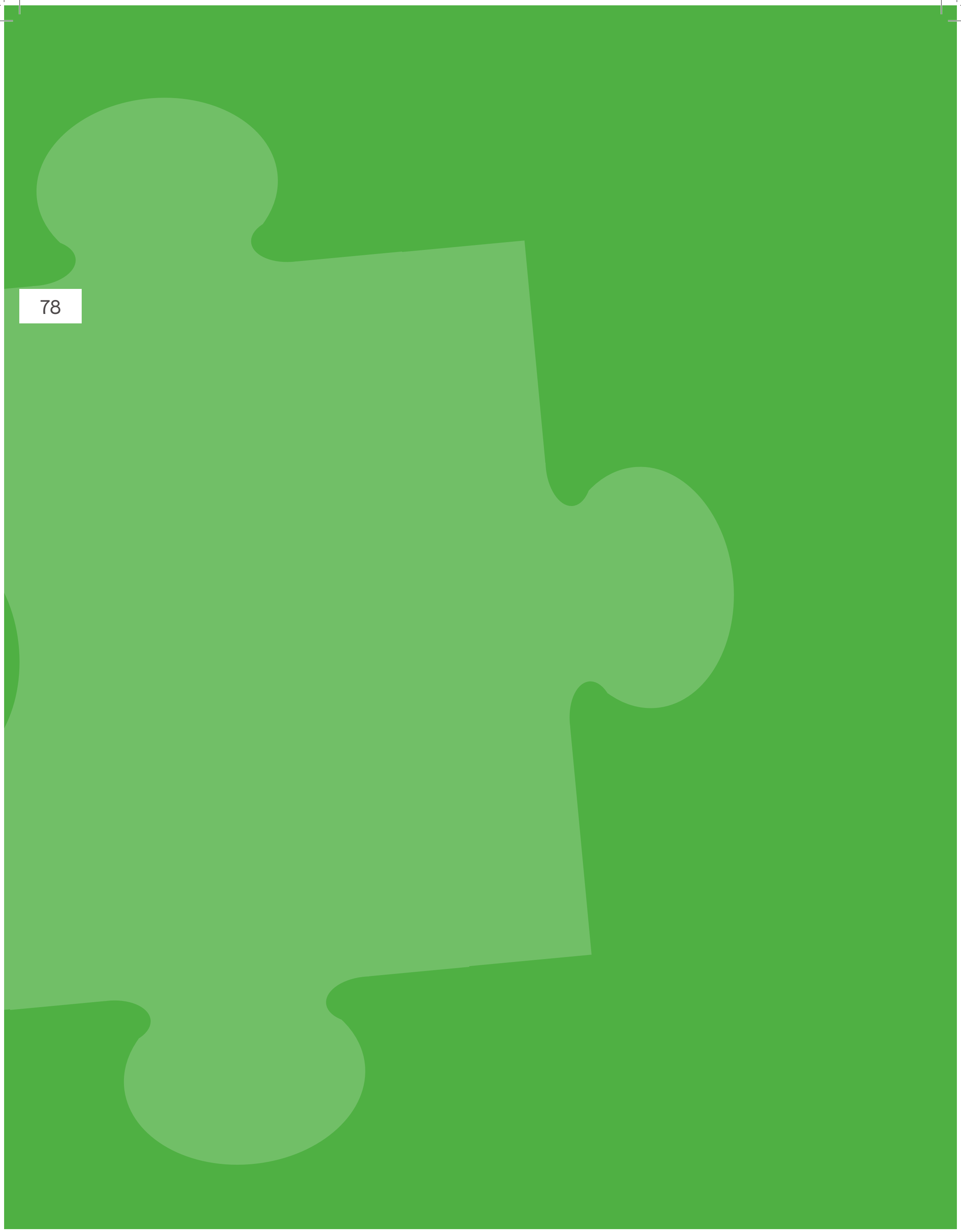


Figure 6.18 Substations, Bin Stores & Refuse Collection


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7. CODING: BUILT FORM

Built Form

Built form *goes hand-in-hand with* ***a high quality public realm*** *to* ***create a three-dimensional place*** *made up of development blocks, streets, spaces and buildings. Broadbent Moss will have a development pattern governed by the character areas, uses and retained site features, using the landscape, public realm, density of development, building types and forms to create the sense of place. In terms of the homes and buildings they should be well-designed to be functional, accessible and sustainable, supporting the health and wellbeing of their users so that they are of an adequate size, fit for purpose and adaptable over the longer term.*

Land Use Mix

Land Use Mix

Places that are sustainable include a mix of uses that support a community in its everyday activities including living, working and playing. Those uses must include local services and facilities to support daily life, a mix of housing types and tenures to suit new residents at all stages of their lives and housing that is well integrated so that it is tenure blind and socially inclusive.

Broadbent Moss, as a whole, has a varied mix of uses proposed including shops, employment opportunities, community facilities and homes. These, along with an extensive green infrastructure network; providing spaces for amenity use and habitats for wildlife creates a comprehensive suite of facilities for new and existing residents to use and enjoy.

The proposed uses and their distribution is illustrated in Figure 7.1.

Compact Forms of Development

Residential Density

The residential densities reflects the typical urban grain of a traditional settlement with incremental densities radiating out from the local centre and Metrolink Stop (high density) to lower density on the fringes of the development, as illustrated in Figure 7.3.

Density is a key factor in creating a legible layout and informing the desired character areas; along with other elements of built form, boundary treatments, planting, public realm and retained natural features.

Employment Density

The density of commercial development is governed by a range of factors including the proposed uses, retained landscape features and how building footprints will be set onto the development parcels, whilst according with the design coding, as set out in these chapters.

An industrial/logistics employment site, by it's very nature, will include large footprint built form with massing dependent on end uses. However, to counteract this they will be set into a strong green infrastructure network.

Density in terms of Plot Ratio; the proportion of the site area occupied by building footprint, is set out in Table 07:01. Storey heights are controlled by the building heights parameters plan, as illustrated in Plan 7.2 and as described later in this chapter.

Urban Grain

The character of an area is also influenced by the variety of building forms to create a rhythmical flow to the urban grain of a neighbourhood. The urban grain is derived from the size and configuration of the plots as well as the space between plots. That space between plots can be either in the form of the dwellings private front and rear gardens or areas of open space and public realm adjoining other uses.

At Broadbent Moss the Local Centre retail and community uses would be located at the ground floor with the potential for higher density apartments at the upper floors overlooking a strong public realm which would include forecourts and squares in which the community can meet.

Commercial Plot Ratios:		
Commercial Use:	Use Class:	Plot Ratio:
Offices	E	0.3
Light Industrial	E/B2	0.7
Logistics	B8	0.5

Note: Density in terms of Plot Ratio; the proportion of the site area occupied by building footprint.

Table 7.1 Plot Ratios

This higher density heart could sit alongside elderly accommodation facilities, potentially in the form of independent living apartments/ maisonettes and extra care bedrooms, depending on demand and the business model of the operator. This elderly provision requires easy access to the retail and community facilities for those residents, and when combined with the local centre, creates a high density core to the surrounding residential neighbourhoods.

Those adjoining residential neighbourhoods would have a more domestic residential scale with smaller plots accommodating terraced properties around the feature squares and larger semi-detached and detached plots located on the outward facing fringes of the neighbourhoods, adjoining the open spaces and wider green infrastructure, creating a softer transition from the settlement edge to green space and wider landscape beyond.

The neighbourhood focused around the proposed Metrolink Stop will be of a higher density than the adjoining residential neighbourhoods and enclose a series of more urban avenues, streets and lanes, providing a different form of development to the lower density neighbourhoods across the tram lines to the east.

The commercial employment plots at Royton Moss would be of a larger scale; including a mix of commercial uses with larger floor plate industrial and logistical sheds set within the green infrastructure network.

This variety of densities, massing and treatments to the public realm make up the urban grain of the masterplan area and contribute to variety in terms of the character areas which aids in identity and legibility of the proposed neighbourhoods.

Built Form

Blocks

Development blocks that are established by the movement network define the edge of the public realm, create a three dimensional place and create different levels of enclosure to the street, depending on the intensity of development proposed. The residential blocks proposed at Broadbent Moss, take the form of perimeter blocks with outward facing built form that creates a clear definition between public and private space, as illustrated in Figure 7.2.

The commercial uses shall overlook the adjoining streets and green spaces, with their active frontages and façades fronting onto them.

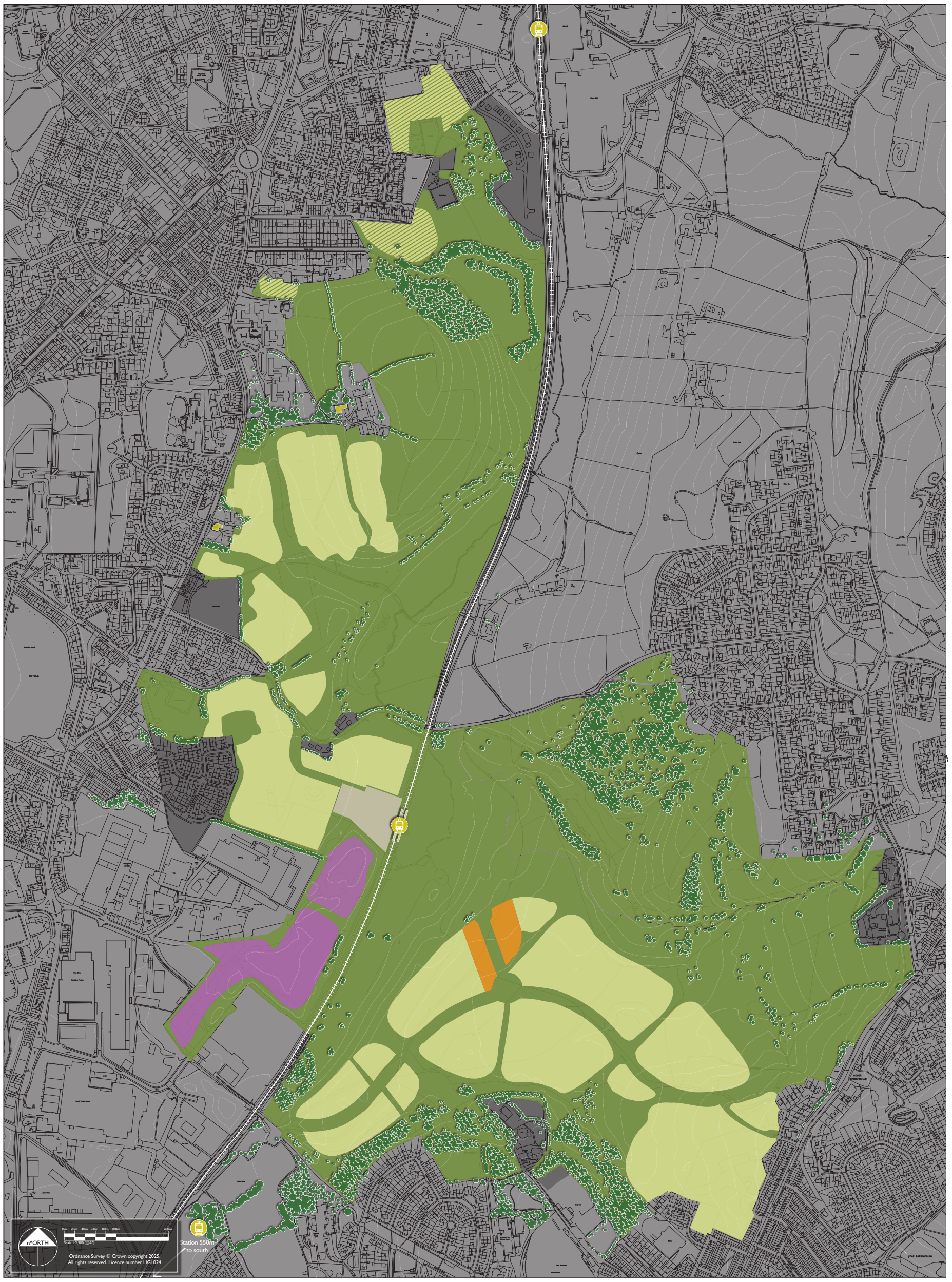


Figure 7.1 Land Use



Figure 7.2 Illustrative Block Structure

Building Lines

Enclosure of the streets and public realm has been referenced in previous paragraphs and that enclosure is generally defined by the frontages of the buildings that overlook them.

The building line represents the alignment of the principle elevation of a building in relation to the street or public realm and its position contributes to the intended character of the neighbourhood.

Building lines within Broadbent Moss have been set out as part of the street and public realm hierarchy in Chapter 6 with the 'setback' illustrating and stating the distance between the footpaths and building lines along each street type or within key public realm spaces.

Building lines shall be generally consistent but buildings may be set back or forward of the standard building line location to create 'incidents' in the street i.e. announcing arrival into a square or mews or ensuring a focal building stands out from its neighbours.

Height, Massing & Scale

The transition from rural to urban is not only governed by two dimensional layouts but also in the third dimension in terms of the landscape and built form. Landscape is dealt with separately in Chapter 5.

The existing built form within the surrounding area is primarily two storeys in height and thus the development on the fringes of the site , overlooking the green spaces, shall be primarily 2 storeys with 2.5 to 3 storey units used as header or focal buildings to break up rooflines on long frontages, on corners, squares, mews or along visual axis's, as illustrated in Figure 7.4 over page.

The local centre, located in the heart of the eastern neighbourhoods will be of a higher density, mixed use nature with built form of a greater massing, rising up to 3 storeys more generally.

Those neighbourhoods that adjoin the local centre could therefore include additional 2.5 to 3 storey units to provide a transition in massing between the outer suburbs and the local centre.

Outside of the commercial built form at Royton Moss and the local centre, building heights can be used alongside consistent building lines and increases in density to create key public realm nodes within the layout, such as within the squares and mews, without having to utilise buildings greater than two and a half storeys. This can also ensure such spaces are not cold and overshadowed by the surrounding buildings.

Commercial building heights will be dictated by their end use, but they should not overshadow or create visual amenity issues for existing or proposed residential neighbourhoods and should be of a similar scale and massing to existing adjoining employment built form.

Heights and massing will need to be considered carefully where commercial built form encloses spaces to ensure those spaces are not permanently overshaded and cold. Building designs must ensure solar gain can be exploited to encourage the use of seating areas, cafés, outdoor meetings and training areas. Equally overheating must be carefully considered in summer with the use of shade features on buildings and trees in public spaces.

Housing Quality

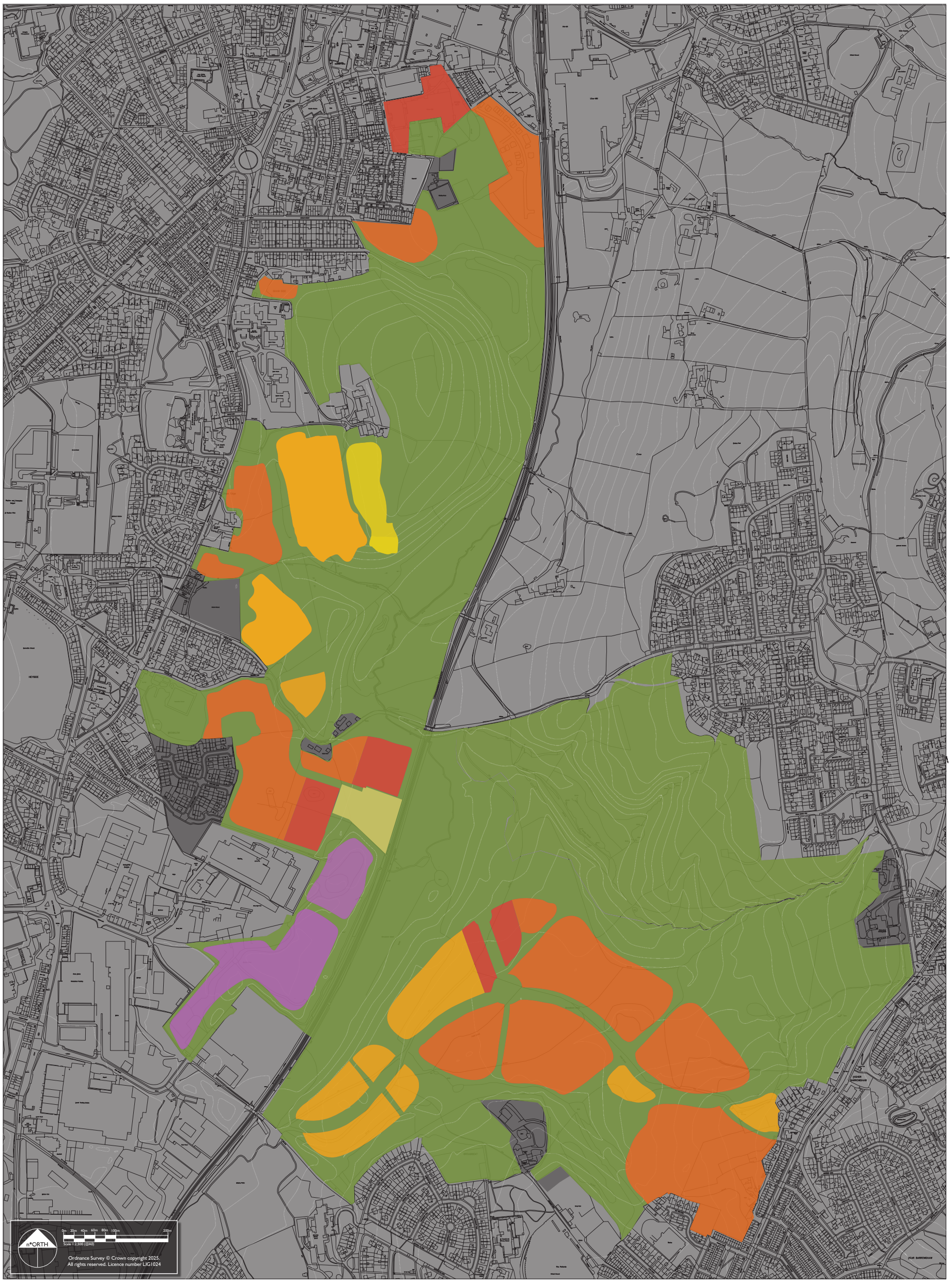
Space Standards

Nationally Described Space Standards (March 2015) are a minimum requirement for internal space within new dwellings and are based on the internal gross floor area. The standards also include dimensions of key areas of the home such as bedrooms, storage and floor to ceiling heights, thus helping to ensure new homes contribute to the health and wellbeing of occupants.

The Nationally Described Space Standards are set out below in Table 7.2.

Number of Beds	Number of Bed Spaces (Persons)	1 Storey Homes	2 Storey Homes	3 Storey Homes	Built-in Storage
1b	1p	39 (37)*			1.0
	2p	50	58		1.5
2b	3p		70		2.0
	4p		79		
3b	4p		84	90	2.5
	5p		93	99	
	6p		102	108	
4b	5p		97	103	3.0
	6p		106	112	
	7p		115	121	
	8p		124	130	
5b	6p		110	116	3.5
	7p		119	125	
	8p		128	134	

Table 7.2 Space Standards



Key

- Green Infrastructure
- Greater than 50 dwellings per hectare
- Up to 50 dwellings per hectare
- Up to 40 dwellings per hectare
- Less than 35 dwellings per hectare
- Metrolink Car Park
- Employment Uses
- Existing Uses Retained

Figure 7.3
Residential Density

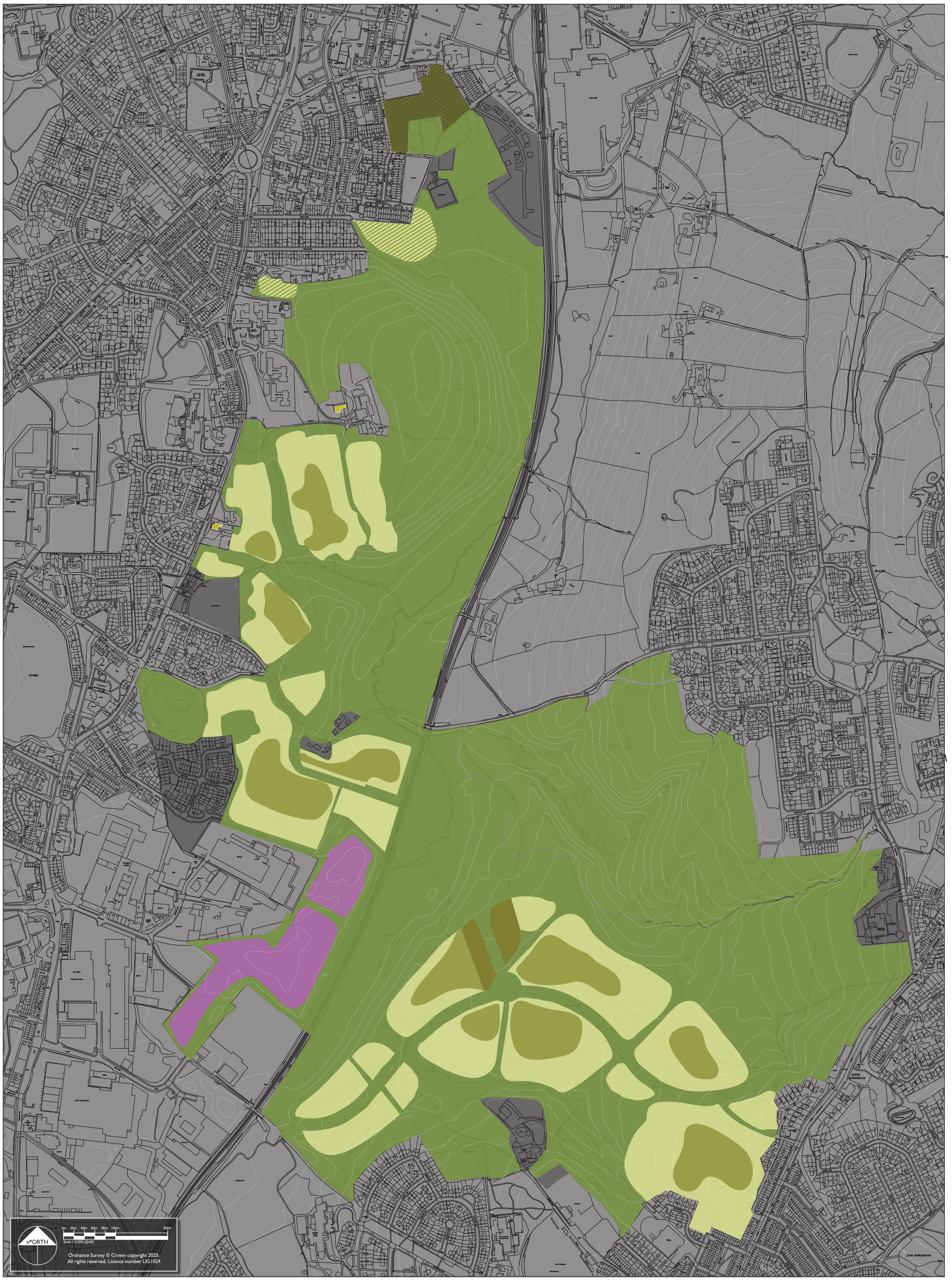


Figure 7.4
Building Heights

Accessibility

Homes within the neighbourhood need to be easily reached, entered and used by everyone regardless of age and physical ability.

Homes also need to be flexible to meet the changing needs of individuals and families as they grow so that they can continue to be part of the community that they associate with, aiding in their physical wellbeing and the social cohesion of the area.

At the national level Building Regulations (Part M, Volume 1) specify three categories of accessibility:

M4(1) Category 1: Visitable Dwellings

M4(2) Category 2: Accessible & Adaptable Dwellings

M4(3) Category 3: Wheelchair User Dwellings

Visitable dwellings requires that reasonable provision should be made for people to gain access to and use the dwelling and its facilities.

Accessible & adaptable dwelling must also ensure the provision made is sufficient to meet the needs of occupants with differing needs such as older or disabled people and the dwelling must be adaptable to address changing needs over time.

Wheelchair user dwellings must not only meet the requirements of a Category 1 dwelling but as an **optional** requirement make sufficient provision to allow simple adaptation of the dwelling to meet the needs of occupants who use wheelchairs or already meet that need without adaptation.

All the properties within Broadbent Moss shall be designed and constructed to meet **Category 1: Visitable Dwellings** with **all 55+** dwellings also meeting **Category 2: Accessible & Adaptable Dwellings**. The **M4(3) Category: Wheelchair User Dwellings** shall apply to the Assisted Living and Extra Care Facilities only.

Tenure Blind

All house types, no matter if they are open market or discounted affordable/shared ownership homes, shall use the same materials palette and incorporate the same detailing across the range.

Affordable homes must be pepper-potted in small groups across the neighbourhood which aids in their management by the Registered Social Landlord (RSL).

Health & Wellbeing

The Home Environment

A considerable amount of time is spent daily in the home and this has only increased in light of the recent pandemic.

Internal home quality and its immediate surroundings directly affect the health of the population and especially those from more vulnerable groups. The specific elements related to health and wellbeing in terms of the design of homes and buildings include daylight, aspect, privacy, security and access to private amenity space are set out below.

Natural Light, Aspect & Privacy

Homes should be created that have adequate levels of natural light, including direct sunlight whilst not creating oven-like conditions by employing good quality ventilation. Properties should also not be overlooked and provide privacy and personal space for the residents.

Homes shall have good internal layouts that maximise access to natural daylight including windows of adequate size to ensure good internal lighting whilst not overheating the property.

Homes should have a good outlook with views out into their gardens or the public realm rather than just the gable ends of adjoining properties.

This Code and specifically Figure 6.6 includes guidance on separation distances and reduced separation distances in the interest of good urban design and place making:

1. Minimum front to front distances of 18m so that a legible street hierarchy can be created with street widths used as part the street identity within the street hierarchy.

2. Creation of localised pinch points with reduced front to front distances of 12m minimum to emphasise a threshold, slow traffic speeds, frame views or announce arrival as part of a gateway.

The inclusion of defensible space in the form of front gardens or privacy strips or non-habitable rooms to the front of properties provides additional privacy to rooms overlooking the public realm.

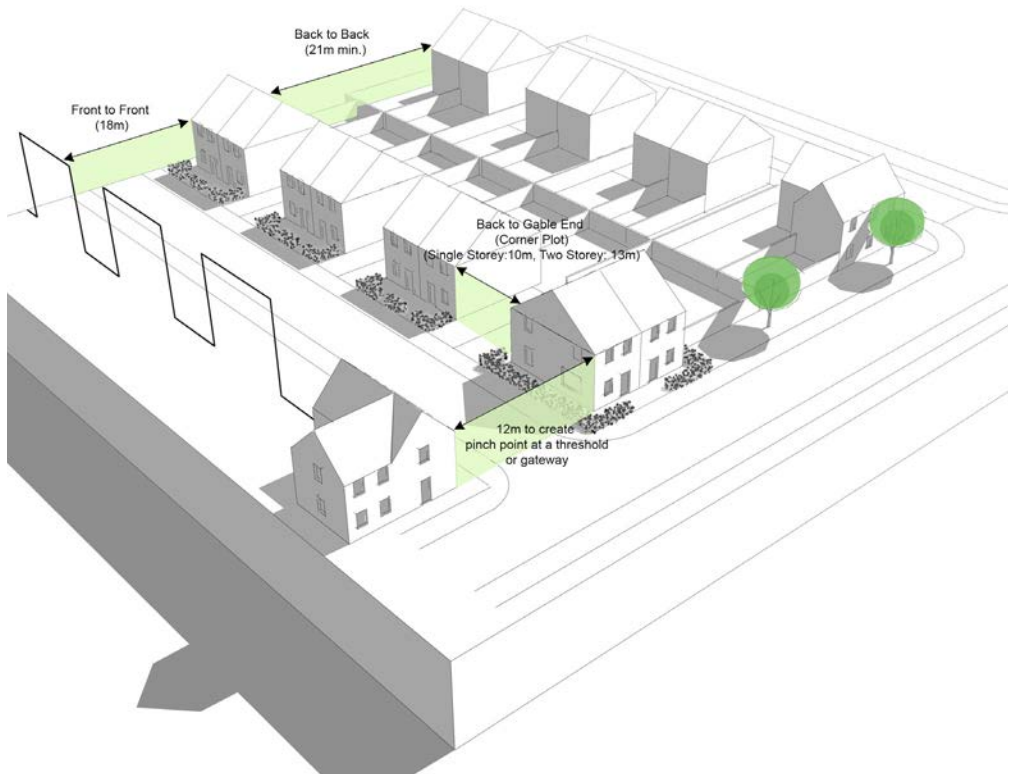


Figure *7.5* **Separation Distances**

Security

Secured by Design has been dealt with in Chapter 6 previously in terms of Urban Design. Here the coding focuses on the security relating to each home.

The use of outward facing informal blocks provides a level of security to each property in the block by using the house itself as a boundary between the public and private realm. This also ensures that windows from each property overlook the public realm providing natural

surveillance as illustrated in Figure 7.6.

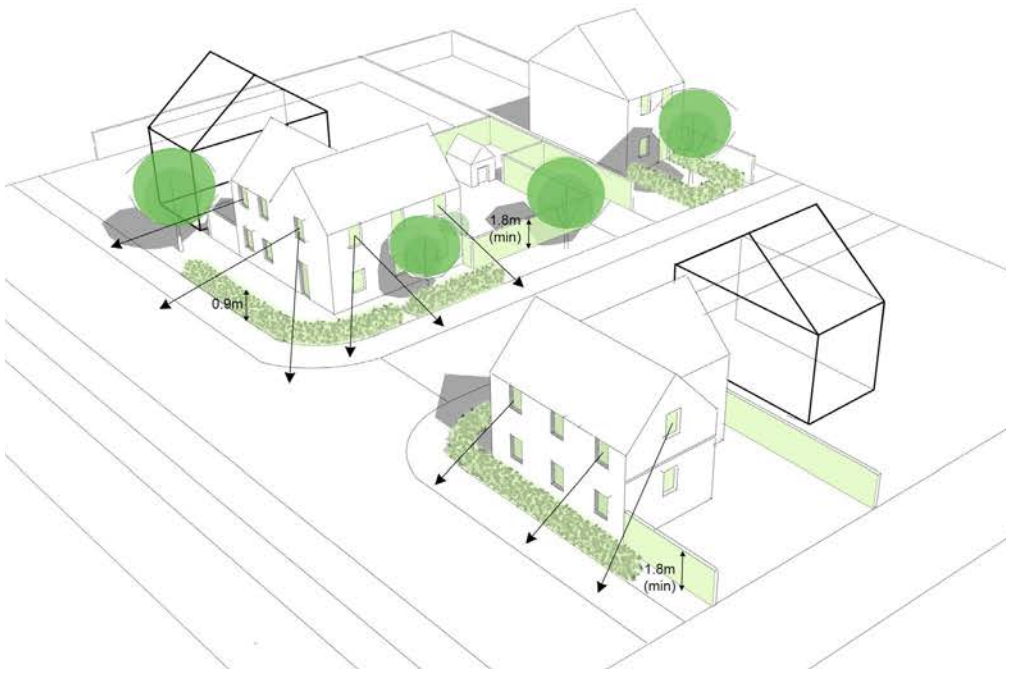


Figure 7.6 Security & The Home

Properties on the corner of blocks must be dual aspect and overlook both areas of public realm that they front onto and also create strong well fenestrated elevations to both streets they overlook as illustrated in Figure 7.7. This detailing is also required to prominent rear elevations on corner plots.

All boundary walls that define the rear garden from the street must be at least 1.8 metres tall. Front garden boundaries should utilise either a 1.2 metre high railing/wall or use a thorny/prickly hedging species that will grow to at least 0.9 metres high (see street hierarchy in Chapter 6.0 for frontage boundary treatments).

Parking must be on plot where possible and/or overlooked by the property or adjoining neighbours for added security.

All these aspects are illustrated in Figure 7.6.



Figure 7.7 Dual Aspect Homes

Private Amenity Space

Access to external private space is very important for peoples wellbeing, as stated in the introduction to this code.

Gardens shall be a minimum size of 50 square metres, exceptions can be made for higher density parcels, where there is good access to amenity spaces. In such locations smaller gardens are appropriate to ensure good urban design principles can be employed. Front gardens/privacy strips shall be provided to the minimum depths indicated previously in Chapter 6.0 as part of the street hierarchy. The typical approach to the provision of private amenity space is illustrated in Figure 7.8.



Figure 7.8 Private Amenity Space

Resource & Energy Conservation

Well designed places conserve natural resources including buildings, land, water, energy and materials. Developments must be designed to respond to climate change in terms of minimising their impact on the environment and also mitigating the effects of global warming within neighbourhoods.

The Greater Manchester Combined Authority has prepared Design Guidance for Net Zero (March 2025) which focuses on how to design buildings to achieve the net zero ambitions and outcomes set in GMCA policy. The guidance focuses on built form and defines what net zero is, provides key performance indicators for energy and carbon requirements of residential & commercial developments of different sizes, sets out what design solutions are available to maximise energy efficiency of built form, explores material uses in buildings to reduce embodied carbon through recycling, compact building forms, use of efficient light weight building structures and use materials that are durable and have a longer lifespan.

The guidance also explores the design of buildings in relation to overheating risk and whilst the guidance explores technological solutions to overheating the paragraphs below also explore site layout and orientation in relation to energy efficiency and use of planting etc. to aid in cooling the site and built form and so should be read in conjunction with both the movement and the green infrastructure chapters.

New Urbanism

New Urbanism has its routes in the Garden City movement but is very much about creating compact and walkable neighbourhoods which are well related to other facilities such as jobs, shops and community facilities, thus reducing demand for energy and promoting health and wellbeing.

Compact neighbourhoods ensure land is used efficiently thus providing space for a strong green and blue infrastructure network which incorporates planting to absorb CO2, offer shading to the public realm, capture particulate pollution, sustaining or creating new ecosystems and providing the space for sustainable drainage management trains.

Well designed places conserve natural resources including buildings, land, water, energy and materials. Developments must be designed to respond to climate change in terms of minimising their impact on the environment and also mitigating the effects of global warming within neighbourhoods.

Passive Design

Ensuring good levels of **daylight** into a development reduces the need for artificial light with **passive solar gain** reducing the need for space heating and increasing the duration that areas of public realm can be used through the day as illustrated in Figure 7.9.

The key to optimising the solar potential is to orientate buildings broadly south which then creates a street pattern running east to west. The spatial parameters illustrated in the spatial code incorporate this arrangement of streets and spaces and have been continued at this more detailed design stage to create a scheme that fully exploits passive solar gain.

In addition to the layout the development blocks need to take best advantage of solar potential with habitable rooms benefiting from natural light and solar gain. Storey heights, street and garden depths all play a part in the exploitation of passive solar gain and natural light and these are explored in this character area coding.

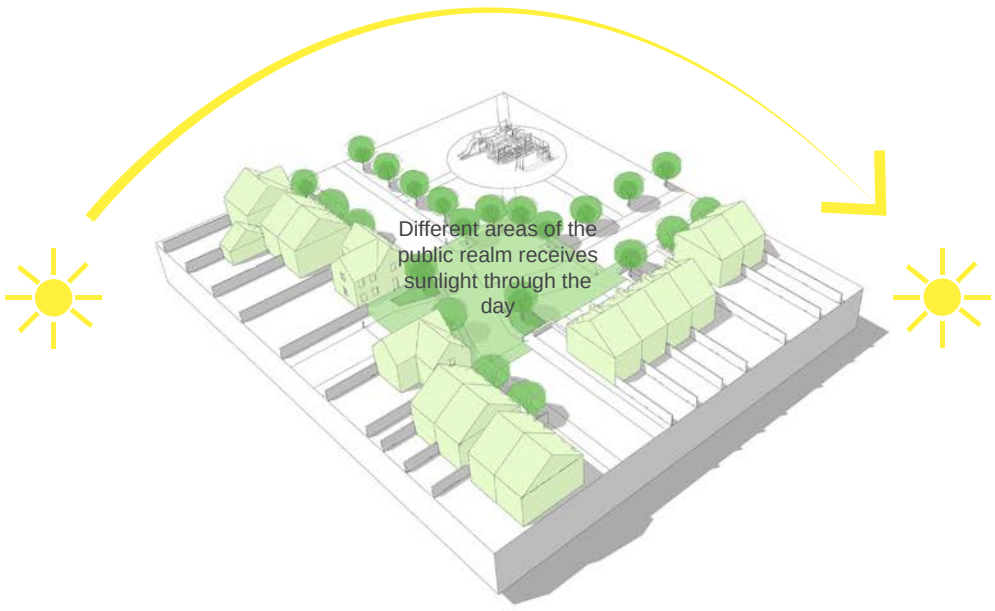


Figure *7.9* **Passive Solar Gain**

Active Energy Conservation Design

Energy efficiency is dealt with through the updates to Part L of the Building Regulations, but these requirements should be seen as the minima.

Once passive elements have been considered, building design should focus upon a **fabric first** approach to maximising energy efficiency. This is based on the premise that reduced resource demand will lead to more sustainable living and a smaller carbon footprint for new development.

Emerging policy dictates the need to switch to electric vehicles and thus requires residential properties to incorporate **electric vehicle charging points** into the layout of parking bays and garages.

Embodied energy is the energy consumed by the processes associated with the production of materials used in the construction of the building as well as the energy used in the actual building process itself.

Reducing embodied energy is achieved by using low energy materials, recycling, efficient use of materials, reducing waste, designing buildings that can be easily disassembled and designing buildings that are easily adaptable. All these elements must be taken into account during the design and detailing of the layout and the proposed homes.

Low Carbon Heat

The GMCA have prepared a companion document to Design Guidance for Net Zero which provides guidance for developers preparing planning applications on how to deliver heating systems which are low carbon, cost effective and affordable for residents. The guidance 'Low Carbon Heat' (March 2025) summaries the many types of heating systems at different scale with a focus on the solutions that are likely to be compliant with Net Zero.

The guidance also explores low carbon heat networks and how they can be the lowest carbon and most effective solution for planning applications.

As is made clear in the guidance, the exploration and development of proposals for low carbon heat networks are to be explored at the application stage and so whilst this solution is acknowledged here in the masterplan, it shall be developed in more detail at that later stage in the development process.

Housing Mix

Housing for All

The housing needs for this location have been used to determine the mix within the site which includes 1 to 5 bed family homes.

The level of affordable housing provision shall be in accordance with the Local Plan Policy requirements, subject to viability.

The Section 106 affordable element of the housing mix shall be pepper-potted across the site in groups of 3 to 5 homes to aid in their management by the Registered Social Landlord partner chosen by the developer, unless otherwise guided by the Registered Provider.

Affordable units shall be tenure blind drawing on the same materials palette and house types as the rest of the residential areas. As part of that tenure blind approach car parking shall also be a balanced mix

between the various parking solutions as set out later in this code.

The design of buildings includes their size, shape and configuration, their relationship to their surroundings as well as their internal layout. All of this is dealt with elsewhere in this code. It is also important to consider the way that all the buildings are designed, the elevations, the fenestration and how it relates to the street, the design of the roof, detailing and materiality.

Building Identity

Buildings Design Principles

The proposed buildings should respond to the height and building line principles as set out earlier in this and other chapters of this code. The coding does not just apply to homes but also to all the buildings proposed within the masterplan area.

These primary building design principles are independent of style and fundamental to ensuring the buildings work as part of the wider vision for the neighbourhoods.

Meeting the Ground: It is important to ground all the buildings into their setting and streetscape/public realm in which they sit.

In terms of domestic properties simple terraced/townhouse dwellings will have a plain doorway as part of the main elevation's fenestration with a simple cantilever porch, whilst larger dwellings use a mix of open, enclosed or recessed porches, creating a small vestibule before entering the main dwelling.

Main entrances into commercial buildings will be required to be directly off the primary street they front.

Commercial building entrances should be easily identifiable in the building facade through the use of a porch, atrium or recessed detail in the elevation to delineate the entrance from the rest of the façade. These principles are illustrated in Precedent 7.1.

The ground floor of the commercial buildings could use an alternative material to the upper floors or be set on a plinth to add interest to the elevations of the building, as illustrated in Precedent 4.2, Page 64.

The building set-backs from the street and front boundary treatments are dealt with in the street hierarchy in Chapter 4.0.

Meeting the Sky: Roofscape and skyline are important features in the townscape and streetscape and are in part governed by the use of varies storey heights of buildings which has been dealt with in this code.

It is intended that there is no set consistent roofline or eaves line which will contribute to the informal and organic character of Broadbent Moss which also responds to the topography of the site. The use of gables also contributes to the variety of the roofscape.

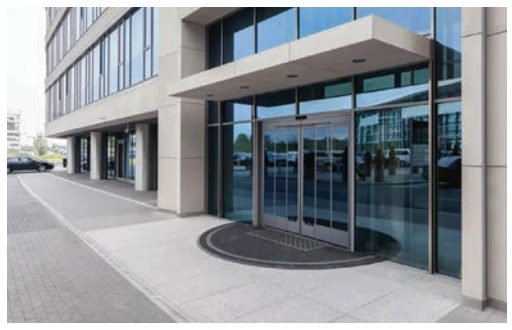
Opportunities for green roofs on the single storey buildings and domestic garages/carports should be explored to provide habitats for wildlife, act as a sponge for rain water and provide additional green infrastructure. In order for them to be visible as part of the roofscape they should be combined with a shallow pitch so they contribute to the townscape visually. Green roofs are set out within the Blue Infrastructure section of this code in Chapter 5 as part of the SuDS management train.

Composition: The façade needs to create a logical and interesting fenestration to the elevations of the buildings whilst also relating to the daylight needs of the internal spaces and their uses.

The fenestration should be graduated with ground floor windows being taller than those of the first floor with any 2.5 to 3 storey homes having smaller height windows than the first floor. Similar arrangements for commercial buildings are illustrated in Precedent 7.4.

Windows: Elevations should have a wall to window ratio of between 15-40%. However, in ensuring enough daylight reaches habitable rooms and buildings exploiting solar gain for sustainability, health and











Precedent 7.1 Entrances Precedent





Precedent 7.2 Building Plinths

wellbeing, buildings should look to achieve a wall to window ration closer to the upper end, whilst also taking account of requirements relating to Building Regs, Part O overheating.

Articulation: Many modern buildings do not have a reveal to windows and doors which is in part governed by the detailing employed to minimise cold bridging of cavities etc. However, a shadowline to doors and windows has benefits visually; emphasising and articulating the fenestration and so if windows and doors can be pushed back within the building envelope to create a shadowline then this should be done. Alternatively, windows and doors can be highlighted using detailing around the window which brings the surround forward of the elevation, such as using an artsone cill, jambs and head or a timber surround which creates the desired shadowline without compromising the thermal performance of the building envelope.

Additional articulation can be created by using porches and bays which come forward or step back from the principle building line, as described in other sections of this code.

Detailing & Materials Palette

The detailing and materials for residential properties within Beal Valley and Broadbent Moss shall draw on a mix of the typical materials found in the local area, as well as contemporary materials and detailing:

- Blue roof tile,
- Red/brindle multi facing brick to façades,
- Red engineering brick for d.p.c. and as cills to windows,
- Banded courses of brickwork at first floor,
- Proud brick detailing panels to façades using both red/brindle multi facing brick and engineering brick,
- Fibre Cement Cladding Boards, and
- Rough Cast Render panels in combination with Cladding Boards.

The materials and detailing for the commercial development at Broadbent Moss within the façades include:

- Brick (Red/Brindle Multi facing Brick/Red Engineering Detailing Brick)
- Rain Screen Cladding
- Engineered/Structural Glass
- Green Walls/Trellis

The roofing material palette to be used includes:

- Flat Roof Membrane Systems
- Brown & Green Roofs
- Metal Sheet (Box Section in light/mid grey)

Contemporary materials and building systems will be used alongside the traditional palette to aid in creating variety and encourage modern reinterpretations of the local vernacular to ensure pastiche architecture is not developed on the site.



Palette 4.1 Residential Materials



Palette 4.1 Commercial Materials



8. INFRASTRUCTURE PHASING, DELIVERY & MANAGEMENT

Phasing

Mixed-use developments *that create new neighbourhoods, have the ability to create* ***vibrant places*** *from the* ***earliest stages*** *of delivery. This development has been phased is such a way that the early phases will open up a site for the new* ***Metrolink Stop*** *within a few years of commencing development on site, which in turn will enable additional infrastructure to be developed so that by Phase 6 the road infrastructure will be in place to enable the local centre to be developed with* ***enough footfall*** *by that time, from the new community and users of the Metrolink Stop, to ensure its* ***vibrancy and viability****.*

Infrastructure & Development Phasing

Broadbent Moss and Beal Valley will be the largest single allocation of new homes in the Borough over the next decade. Whilst some parts are connected to existing infrastructure and can be brought forward more quickly, most of the new homes to the east of the Metrolink line will be dependent on the implementation of major highway schemes and new public transport facilities and will involve extensive re-modelling of land.

In addition to providing a vital supply of new homes, the project will transform accessibility in this part of the Borough and deliver wider benefits including well managed open spaces and new local facilities. However, the package of infrastructure works is extensive and complex, and it will the need to be carefully planned. It would also not be feasible to implement the associated work up-front and before any new homes come on stream. Each part of the allocation(s) will therefore need to deliver their component of the integrated infrastructure plan as the scheme unfolds. This will also ensure that new homes are delivered in the short, medium and long term to meet Oldham's needs.

A phasing plan that starts from the west and in part from the south east – where it is possible to unlock development early – and then builds momentum to the east of the Metrolink line is therefore planned. The timescales set out below could naturally vary depending on market conditions and other factors, but it illustrates how the development is likely to be sequenced.

We will also work closely with the local education authority to identify the best way of meeting the education needs generated by the development in accordance with PfE JPA10 and JPA12. If identified as required provision will be made for a new primary school on site.

Phase 1

New homes have recently been built to the south of Heyside Park and there is an opportunity to bring forward the adjoining land towards the Metrolink line as an early phase of development through this Masterplan. The land has the scope for around 241 homes, and it can be designed to accommodate the section of Spine Road between the proposed Cop Road Tram Stop and Bullcote Lane. It will also be laid out and designed

Phase	Yr 1 2026	Yr 2 2027	Yr 3 2028	Yr 4 2029	Yr 5 2030	Yr 6 2031	Yr 7 2032	Yr 8 2033	Yr 9 2034	Yr 10 2035	Yr 11 2036	Yr 12 2037	Yr 13 2038	Yr 14 2039	Yr 15 2040
Phase 1	75	80	40	40	40	41									
Phase 2			40	50	50	50	50	45							
Phase 3															
Phase 4															
Phase 5						30	35	70	70	36					
Phase 6									70	70	70	70	19		
Phase 7												70	70	70	69
Phase 8			40			40			40			40			26
Cumulative Total	75	155	275	365	455	616	701	816	996	1102	1172	1352	1441	1511	1606

Table 8.1 Phased Delivery of Homes

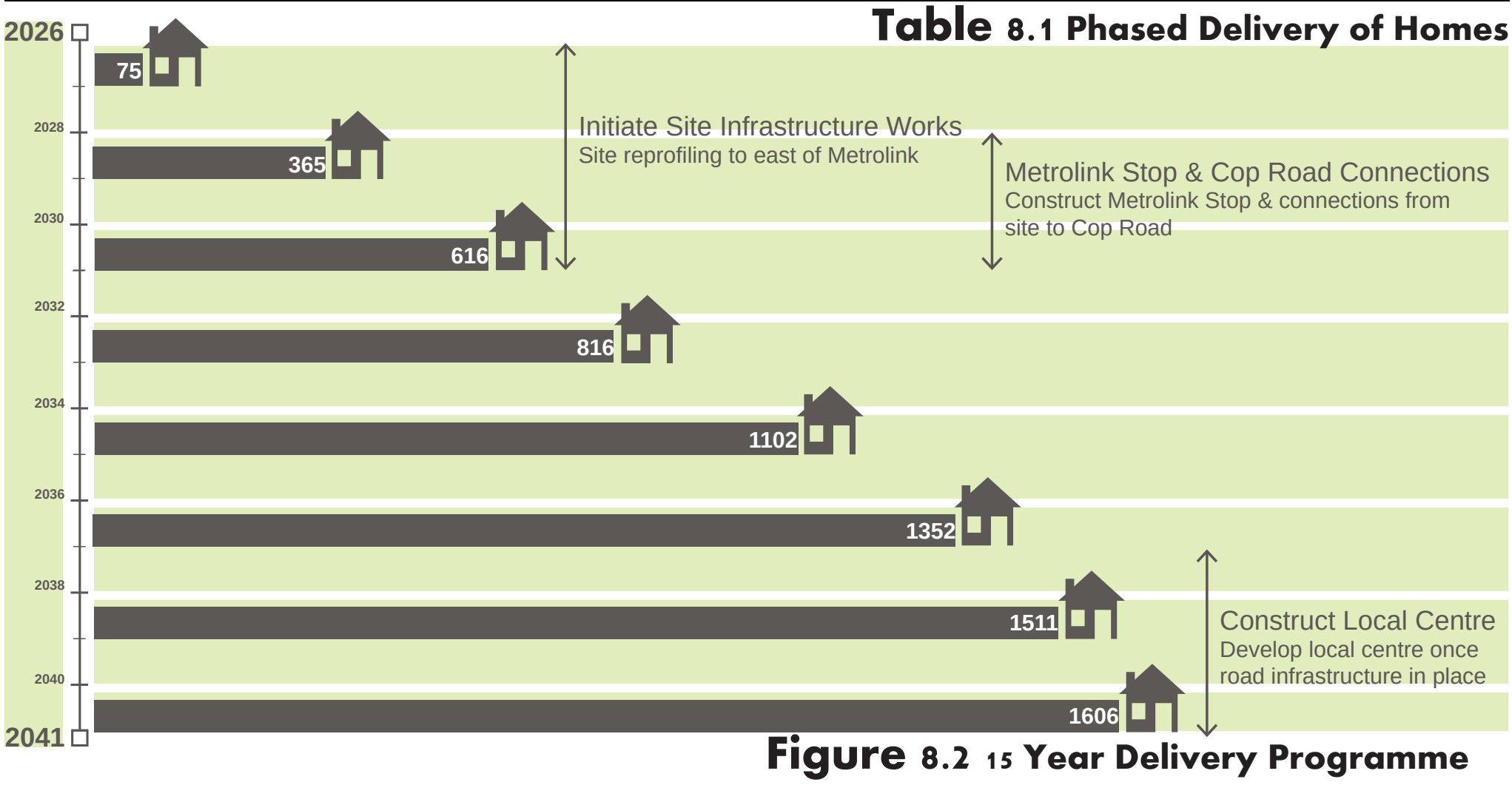


Figure 8.2 15 Year Delivery Programme

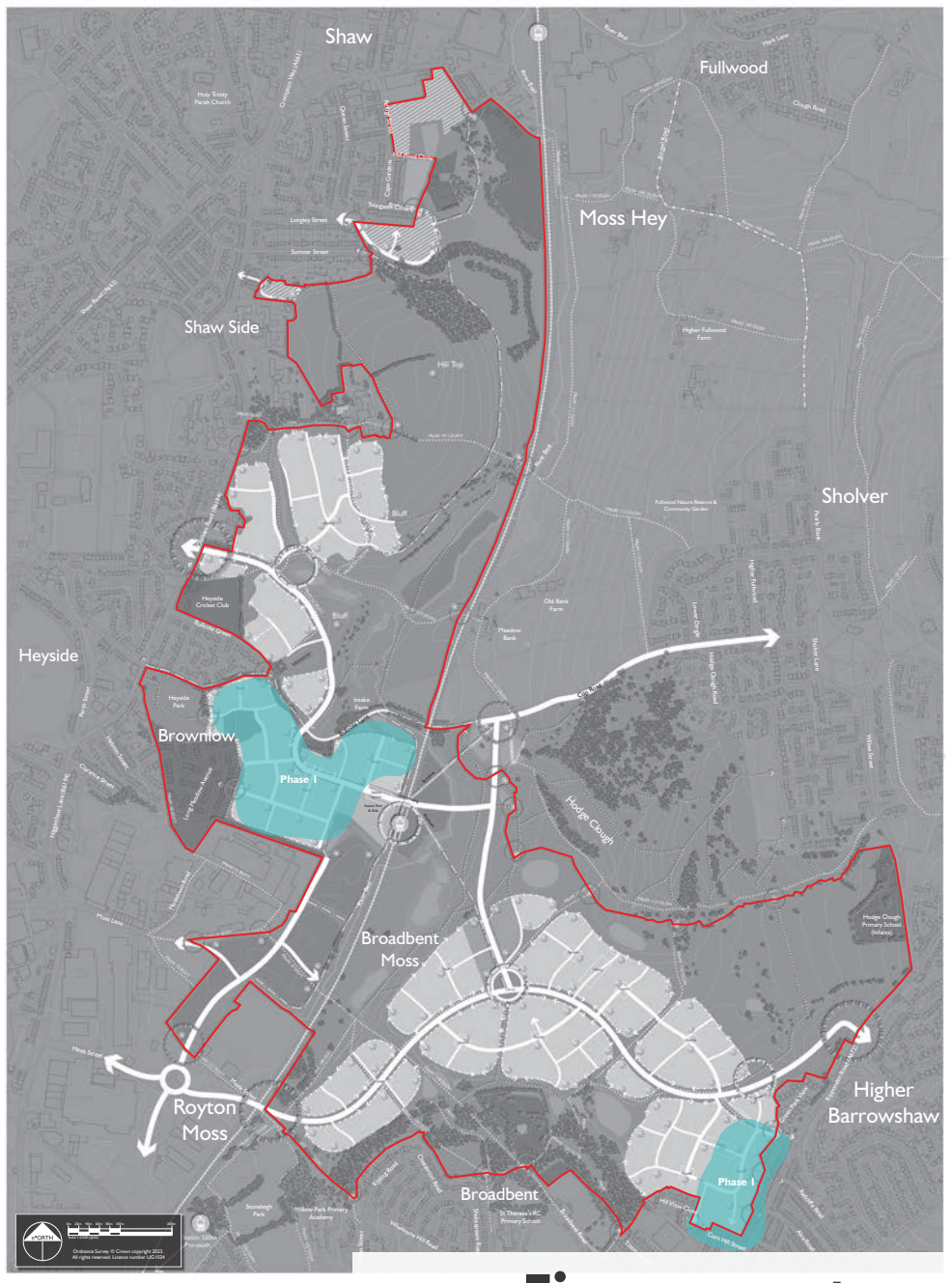


Figure 8.3 Phase 1

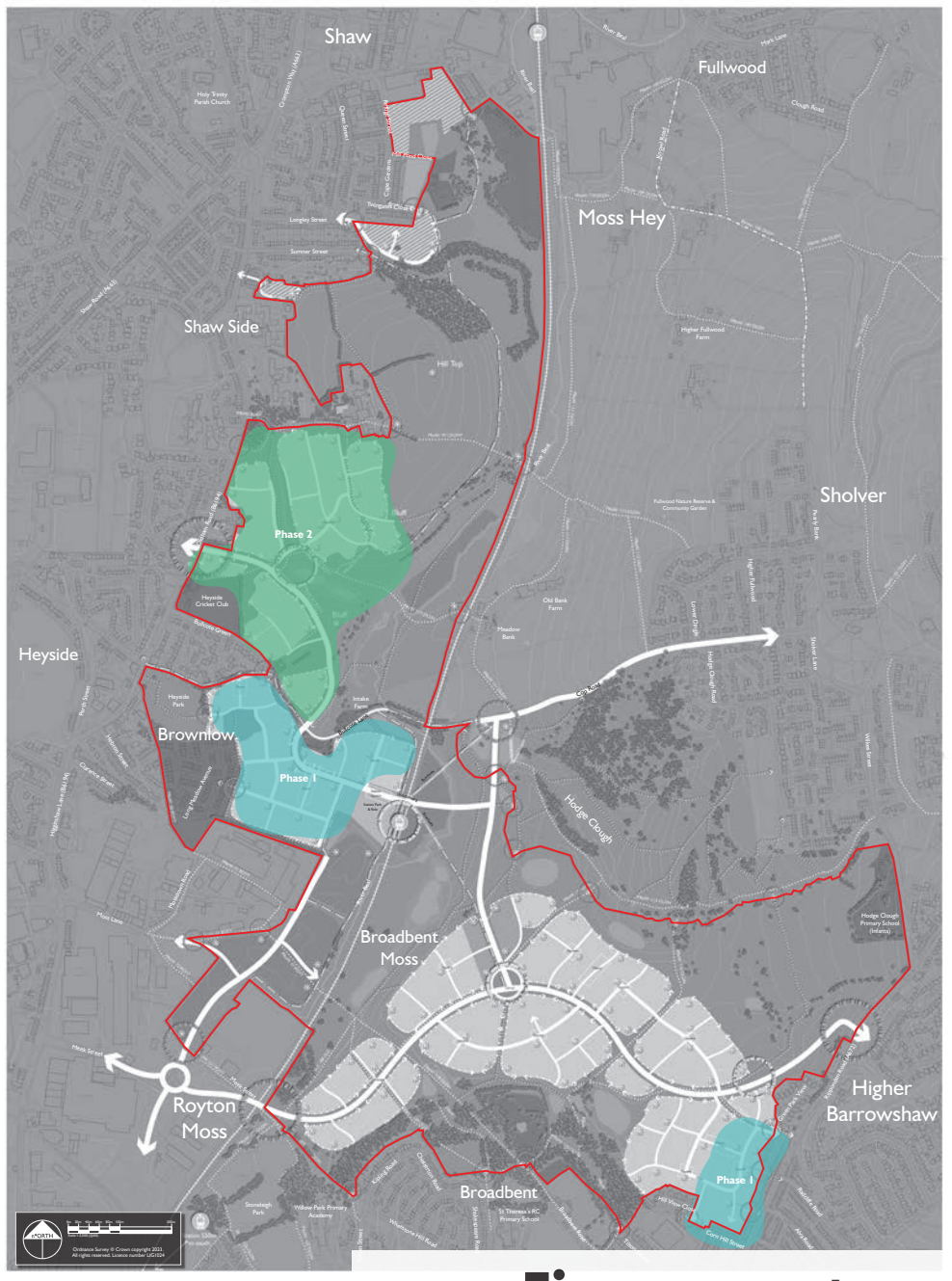


Figure 8.4 Phase 2

around the land required to construct and operate the Metrolink Stop/ Park & Ride.

The landowners are keen to progress this as soon as possible in order to build momentum and start generating a supply of much needed new homes, including affordable homes. This Phase could commence in 2026 (Year 1) and be completed in late 2031 (Year 6). It would involve an interim highway arrangement that connects the site (and its section of Spine Road) to Oldham Road (B6194) via Bullcote Green and Bullcote Lane. Phase 1 will also include the delivery of substantial off site highway improvements, including the introduction of new footpath along Bullcote Lane to the Heyside junction.

Access to the new homes in Phase 1 would ultimately be diverted to the new highway that will connect to Shawside via a new junction in Phase 2 (see below).

In addition to the land adjoining the proposed Metrolink Stop there is also the opportunity to serve an initial phase of up to 70 homes off Green Park View to the south east, without the need for the construction of the Link Road. In order to speed up delivery of homes this opportunity has been included in Phase 1.

Phase 2

The land to the north of Bullcote Lane in the Beal Valley would follow-on from and overlap with, the land to the south. It would deliver the section of Spine Road that ultimately connects the proposed Tram Stop to Oldham Road via a new junction at Shawside. It will also deliver open space and drainage improvements adjacent to the River Beal.

Approximately 285 new homes will be built in this Phase between 2028 (Year 3) and 2032 (Year 7), leading to a cumulative total of 526 homes across the western side of the allocation at that time.

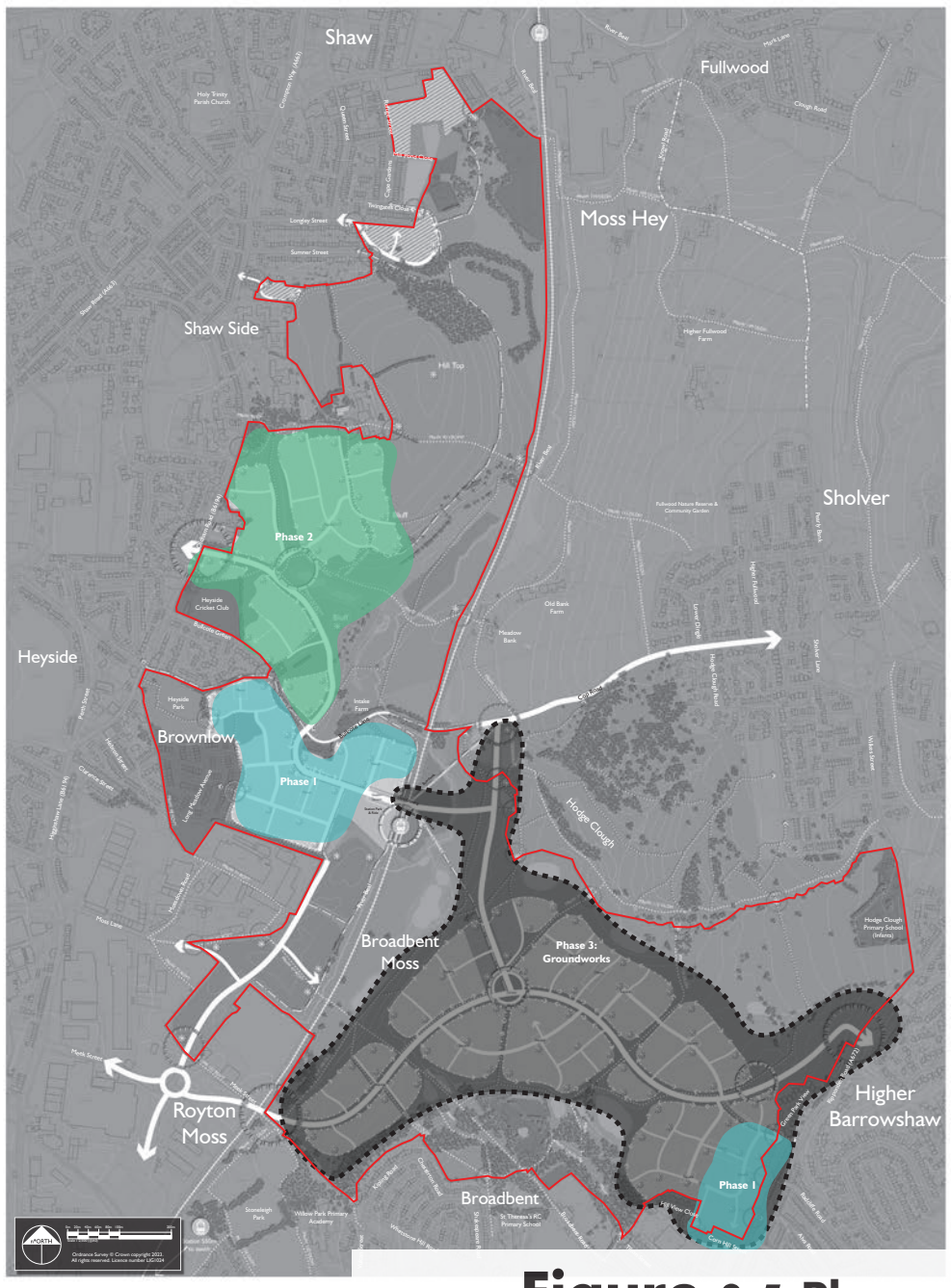


Figure 8.5 Phase 3

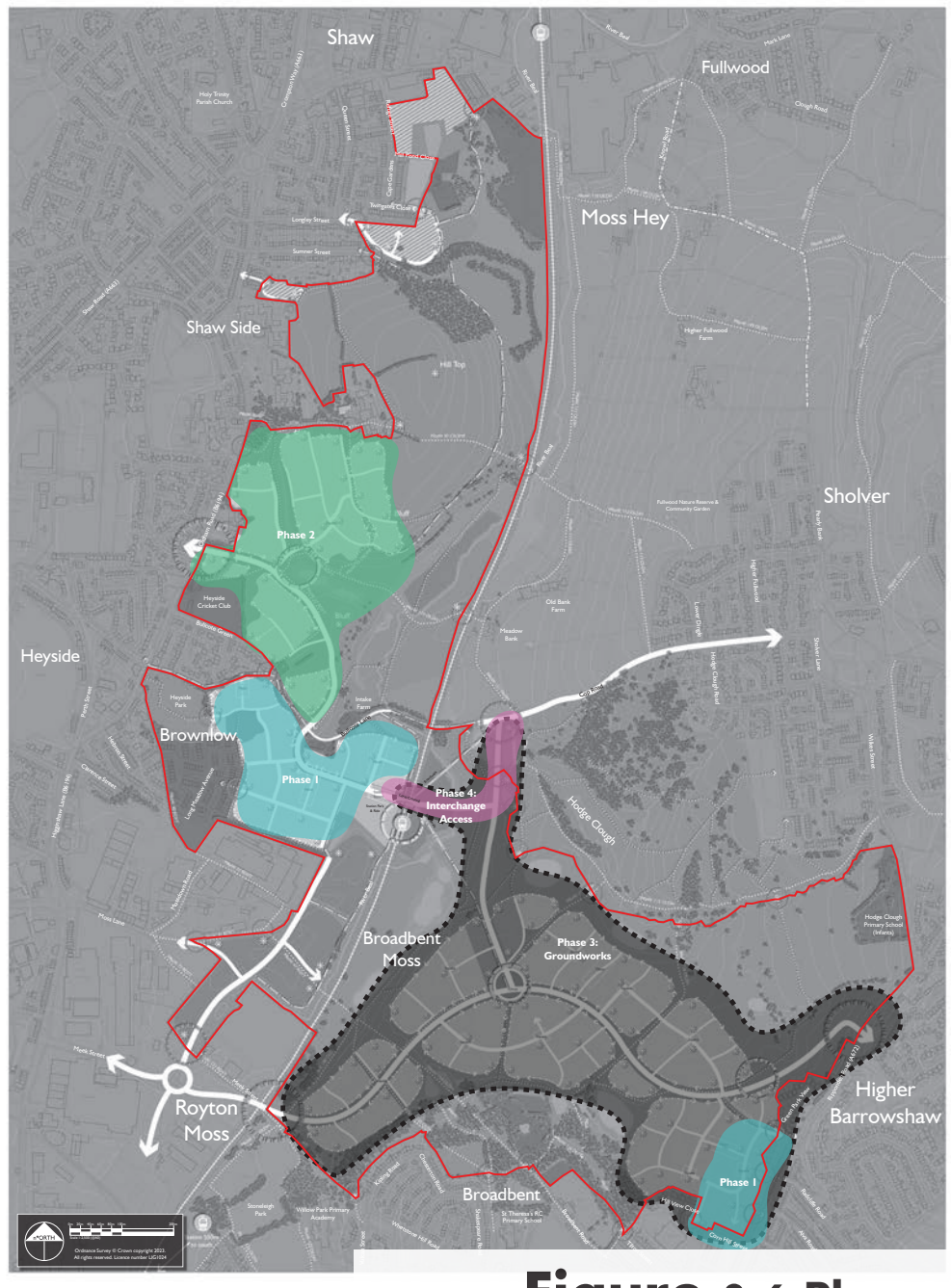


Figure 8.6 Phase 4

Phase 3

Phase 3 involves the complex process of preparing the land to the east of Metrolink for the proposed infrastructure and housing development. This will involve planning for and then physically implementing a major scheme to re-profile the site to accommodate the east-west Spine road and the proposed new junction to Ripponden Road. Planning for this will commence early in the Masterplan period – overlapping with Phases 1 and 2 – with a target for completing the work by the end of 2030 (Year 5).

Phase 4

This will involve implementing the proposed Cop Road Metrolink Stop (subject to feasibility, funding strategy and business case) in the position indicated on the Masterplan. The western section of Link Road will be in place by 2029 (Year 4), and this will provide access to the track to construct the Metrolink Stop. This Phase will also overlap with the plans to prepare the ground to east, with the implementation of an early stage of groundworks to accommodate a highway connection between Cop Road and the proposed at grade crossing of the Metrolink track. The at grade crossing will be subject to formal approval by TfGM. This will facilitate the closure of the existing Cop Road bridge for vehicles, with east-west traffic from Shawside and Sholver / Moorside being diverted across the Metrolink track and through the Phase 1 and 2 area. This will also provide residents with a direct access to the Tram Stop and the associated Park and Ride facility from the east, as well as providing a high-quality Active Travel route along Cop Road/Bullcote Lane.

The aim will be to have all the necessary infrastructure in place and an operational new Stop by the end of 2030/31 (Year 5/6).

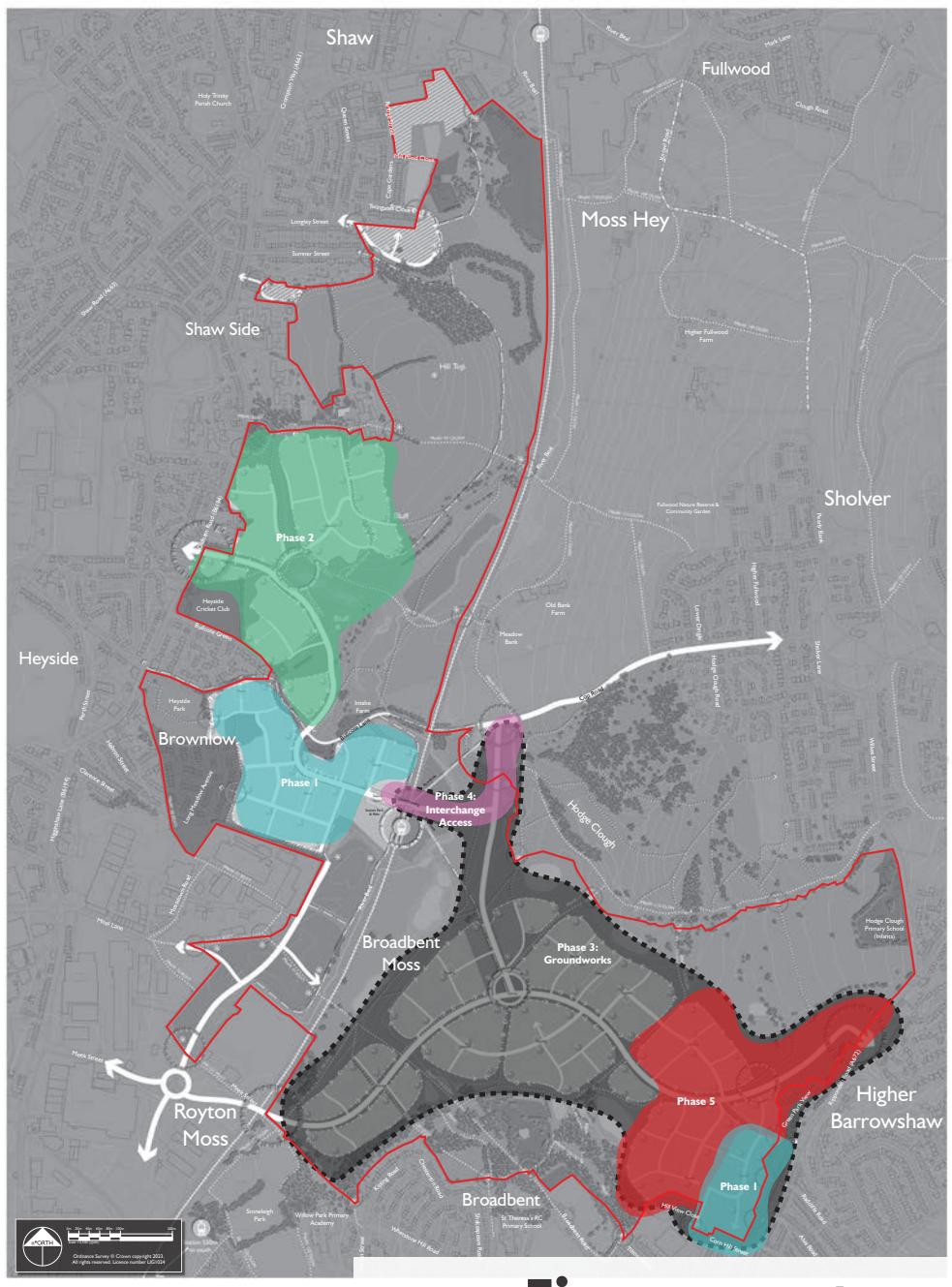


Figure 8.7 Phase 5

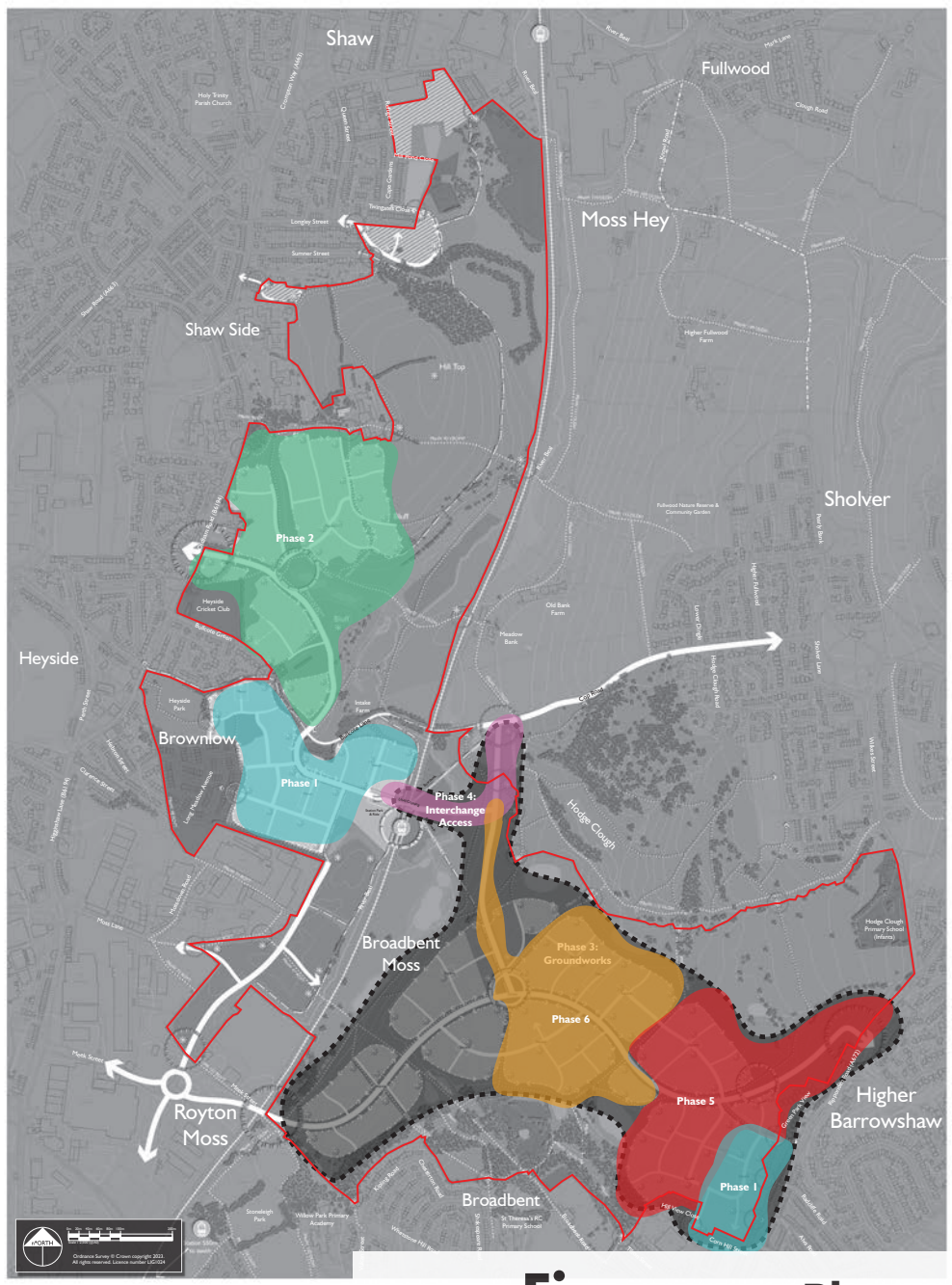


Figure 8.8 Phase 6

Phase 5

The plan is to open-up the Ripponden Road frontage as soon as the groundworks have been completed in the eastern section. There might also be possibilities to deliver some limited early phases of development through existing connections to Ripponden Road, although the bulk of the 316 homes in Phase 5 will be dependent on constructing the new junction with Ripponden Road. Phase 5 will also deliver a section of the Spine Road that will ultimately connect Ripponden Road (A672) to the B6194 in the next Phase (see below). Landscape and ecology improvements in the area between the new development and Derker will also be delivered in Phase 5.

This phase is expected to commence in 2031 (Year 6) and conclude in 2035 (Year 10). Including completions to the west of Metrolink in the Beal Valley and Bullcote Lane area, the cumulative number of homes at the conclusion of this phase will be circa 842 (excluding any windfall sites, see Phase 8).

Phase 6

This will involve completing the Link Road between Ripponden Road in the east and Oldham Road at Shawside in the west via the surface crossing at the Metrolink Stop. The extended highway would also connect to Cop Road and therefore open-up the possibility of a new bus service provision through the site that links Moorside, Sholver and Higher Barrowshaw to the Metrolink Stop and surrounding areas.

Phase 6 will also deliver circa 299 homes between 2034 (Year 9) and 2038 (Year 13), which will bring the cumulative number of homes served by this now complete highway and public transport corridor to 1,141 homes. It is envisaged that significant proposals to enhance the open land to the south of Cop Road along the Hodge Clough will form part of this phase, along with measures to enhance the River Beal and flood attenuation. There will also be new and enhanced habitats to increase Biodiversity and safer and more attractive recreational opportunities for new and existing residents.

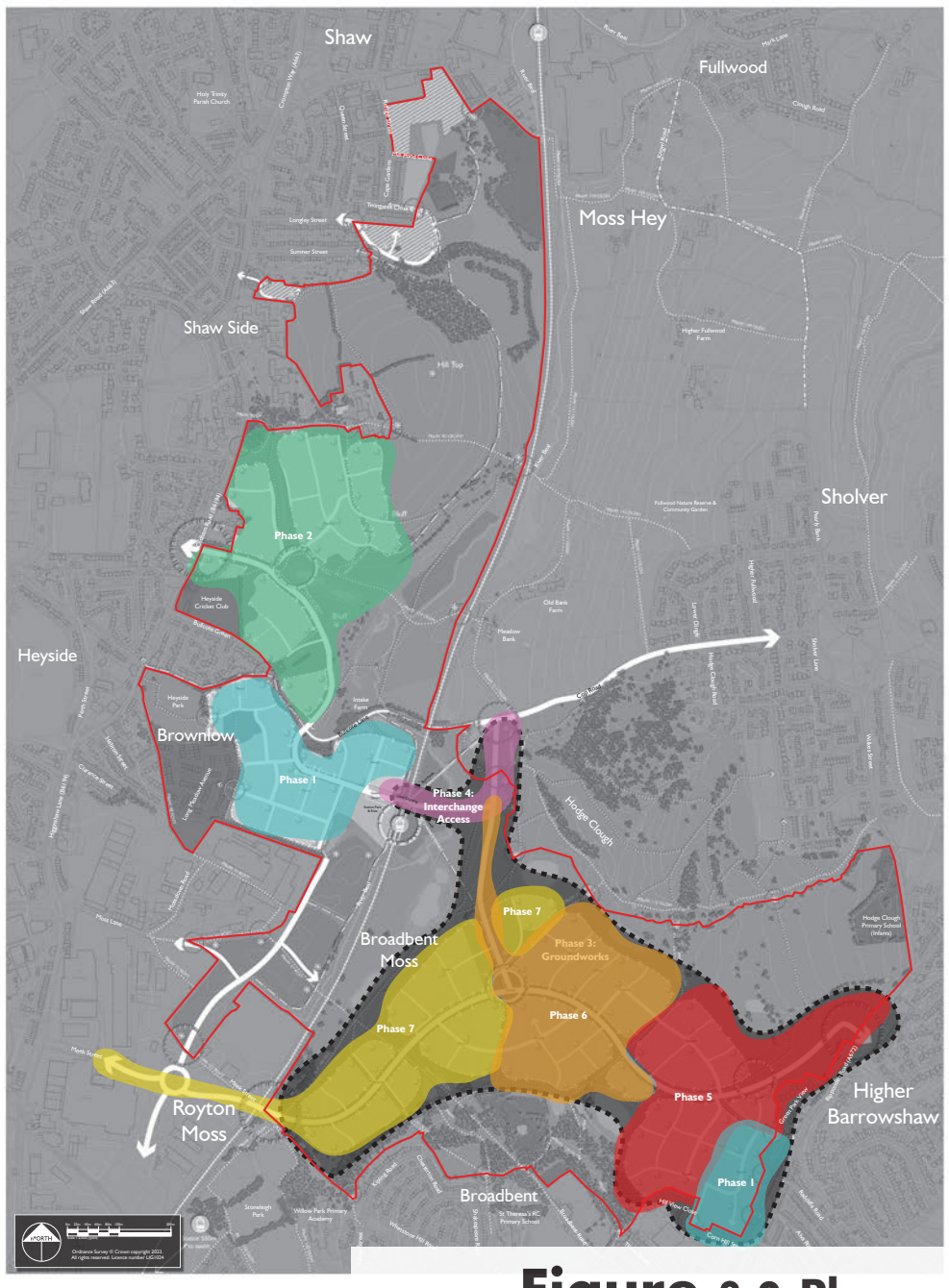


Figure 8.9 Phase 7

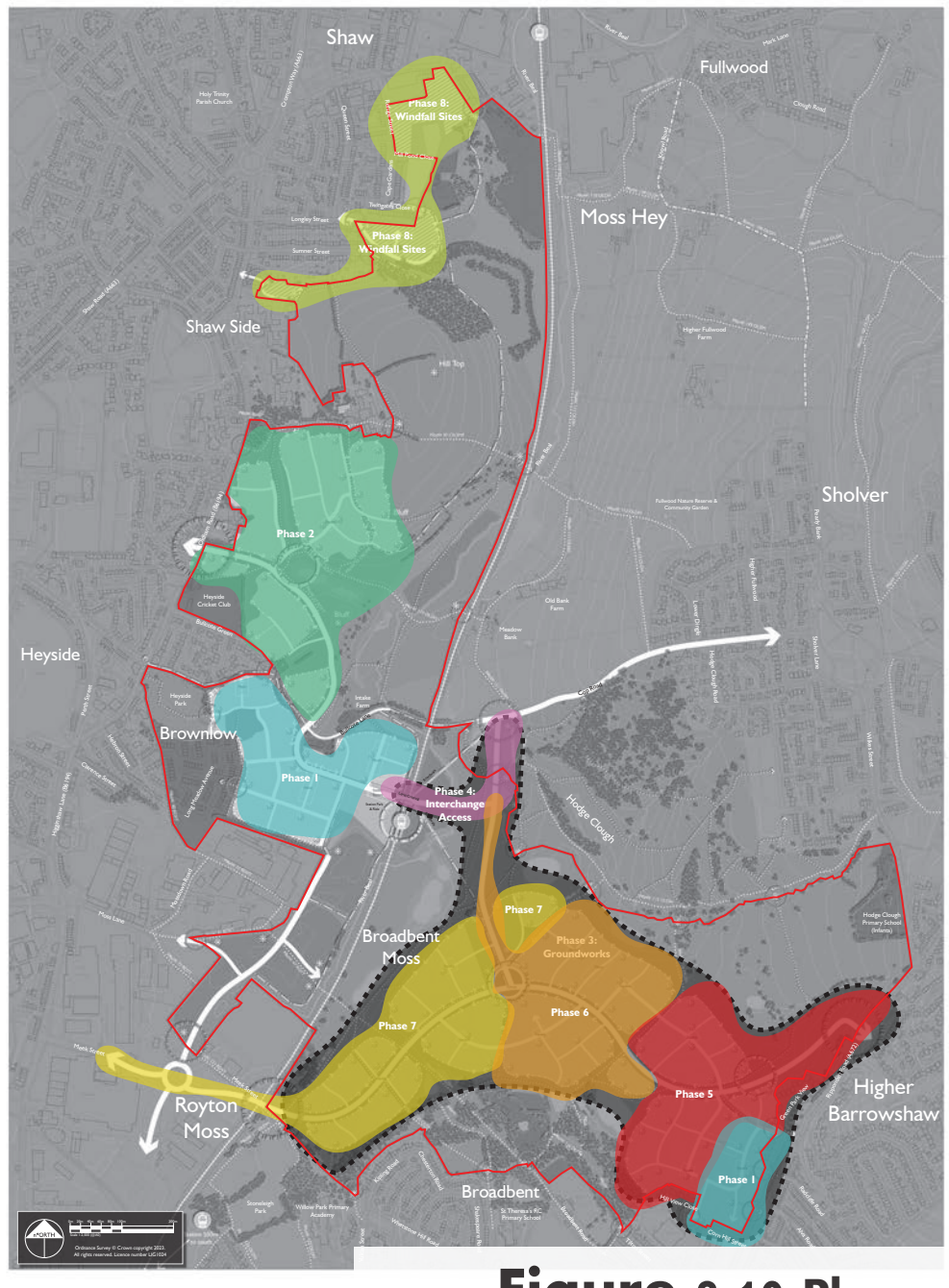


Figure 8.10 Phase 8

Phase 7

Further development within the Masterplan area is likely to be dependent on extending the Link Road further with a new road bridge across the Metrolink line at Meek Street. This would connect the scheme to Higginshaw Lane and provide an additional route for traffic heading to and from the B6194. This will disperse traffic generated by new and existing homes – especially for trips that are linked to the town centre – and open-up the possibility of entirely new bus services between Sholver / Moorside and the town centre. The completion of the Infrastructure Plan will also help relieve congestion at the Bottom O' Th' Moor section of the A62 by providing a major new east west route in this part of the town.

Phase 7 will deliver an additional 279 homes and the new Local Centre between 2037 (Year 12) and 2040 (Year 15). The new facilities will be strategically placed at the confluence of the new highway infrastructure and the section of Link Road that was completed in Phase 6 and be within a short walking distance of the Metrolink Stop. The cumulative new homes by 2040 within the main allocations will therefore reach 1,420.

Phase 8

Some parts of the Beal Valley allocation close to Shaw have the potential to come forward at any time within the phasing of the Masterplan as they are not dependent on the integrated Infrastructure Plan. These 'windfall' sites have the capacity to accommodate circa. 186 new homes and if delivered, it would bring the overall number of housing completions by 2040 to 1,606.

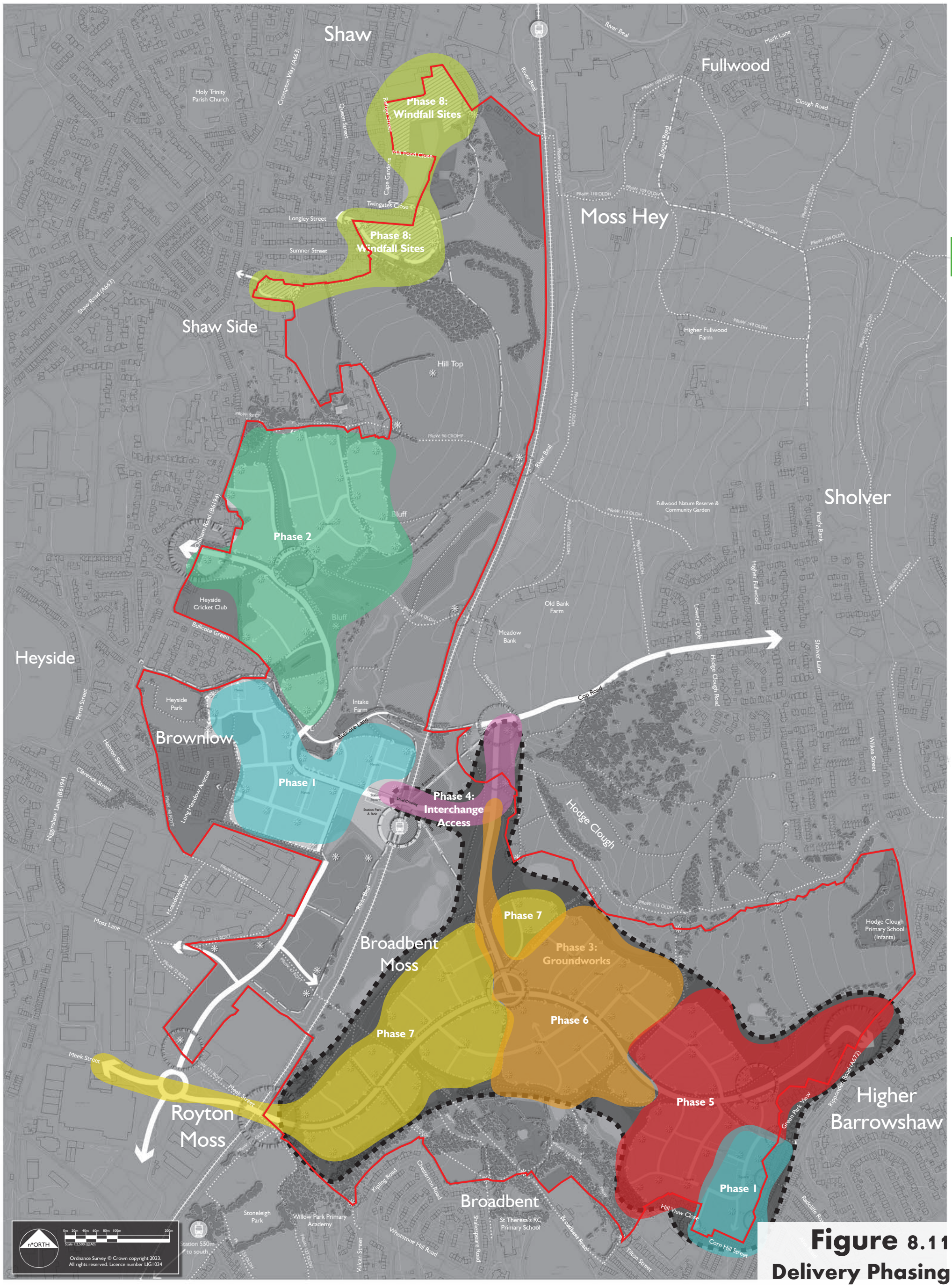


Figure 8.11
Delivery Phasing Plan

Long-Term Stewardship

The future management and operation of this extensive area of land will require careful assessment. It is essential that the land remains safe and attractive for people to use and that it delivers the required ecology outcomes, so future stewardship arrangements will need to be financially viable and sustainable.

Creating a habitat bank that has ‘surplus’ gains for other development sites in Oldham and the wider area will therefore be important and the consortium will also consider incorporating an estate charge to new homes in order to generate a permanent income stream.

Engaging voluntary groups and the local community over the future management of the land will create a sense of ownership and also reduce the reliance on suppliers. This will involve working with the Council and voluntary groups to build local capacity and maximise these opportunities, together with exploring future capital and revenue streams that could enhance the opportunity.

Decisions over the long-term stewardship of the open land will need to be taken at the appropriate time but this will focus on the following options:

- A transfer to the local authority with an appropriate package of funding/ revenue
- The creation of a bespoke not-for-profit community company to hold and manage the land
- A transfer of the land to a specialist company that has the capacity and experience to manage it in the long term

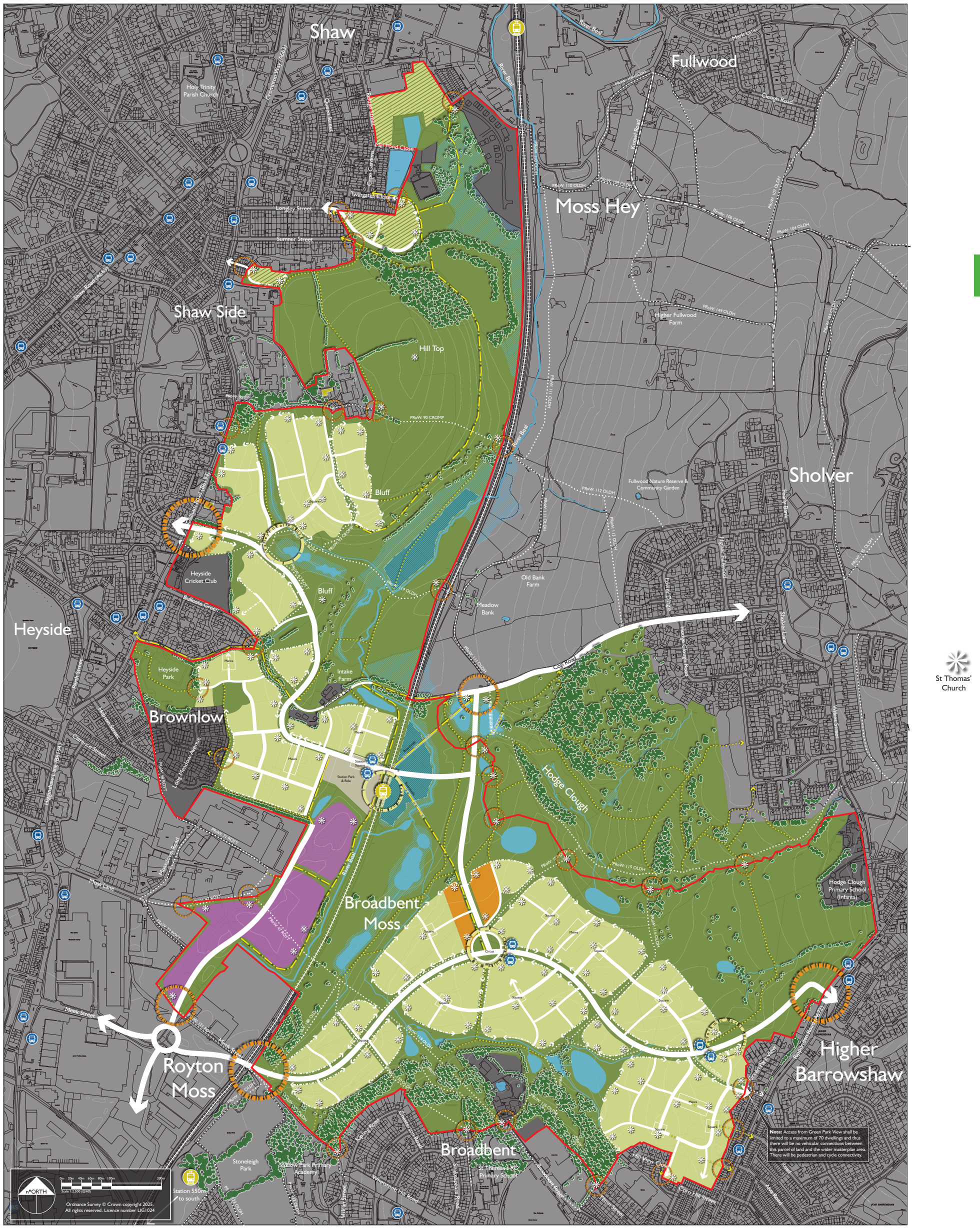
Biodiversity Net Gain - Habitat Bank Potential

The total site area within the two PfE allocations extends to 81.78 hectares with another 18.90 hectares within the retained Green Belt to the south of Cop Road. The proposed development area is circa. 50.53 hectares so the extent of retained/enhanced Green Infrastructure within and local to the masterplan covers over 100 hectares. Most of this lies within the ownership of the consortium.

This will provide a platform to deliver the mandatory Biodiversity Net Gain (BNG) for the new developments that are proposed within the masterplan area, with the potential for other local developments to also utilise this habitat bank resource for their developments also.

It will also present a major opportunity to advance the objectives of Greater Manchester’s Local Nature Recovery Strategy (LNRS) to create a greener city region where nature flourishes and people have better access to the natural environment to enhance their wellbeing. Areas adjacent to the Beal have already been identified by GM as important Nature Opportunity Areas with potential river and wetland enhancements so it is of strategic importance.

Early phases of development may come ahead of potential BNG offsetting habitats within the masterplan area being ready to accept them. In those cases the preference, as set out in national policy, is for habitat banks to be used within the borough of Oldham where they are available and registered with DEFRA/Natural England.



St Thomas' Church

Figure 8.12
Parameters Masterplan

Footnotes: *1 The SuDS management train is for illustrative purposes only. There are potentially significant re-modelling/groundworks to be undertaken on the Casey owned land and this exercise is envisaged to provide potential to accommodate SuDS features. Accordingly, the SuDS features depicted on the masterplan are highly indicative and are subject to change at the later stages of the design process.

Designed & Produced by:

e*SCAPE urbanists 15 years 2009 - 2024

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Draft Beal Valley and Broadbent Moss Masterplan and Spatial Design Code Supplementary Planning Document Strategic Environmental Assessment (SEA) Screening Determination Statement

Places for Everyone JPA10 and JPA12

February 2026

Oldham Council

1. Introduction

1.1. Oldham Council and the main developer / landowner consortium (consisting of Casey, Barratt Redrow, Kellen Homes and Wain Homes) are jointly preparing a Masterplan and Spatial Design Code Supplementary Planning Document (SPD) for Places for Everyone (PfE) allocations JPA10 Broadbent Moss and JPA12 Beal Valley. Oldham Council is the "responsible body" for the purposes of this SEA "screening" report.

1.2. This statement sets out the determination of the need for a Strategic Environmental Assessment (SEA) in accordance with Regulation 9(3) of the Environmental Assessment of Plans and Programmes Regulations 2004 and European Directive 2001/42/EC for the Draft Beal Valley and Broadbent Moss Masterplan and Spatial Design Code Supplementary Planning Document (SPD).

2. Strategic Environmental Assessment Context

2.1. The requirement for a SEA is set out in the Environmental Assessment of Plans and Programmes Regulations 2004 (the Regulations), which implements the requirements of the European Directive 2001/42/EC.

2.2. The European Directive identifies that the purpose of SEA is "to provide for a high level of protection of the environment and to contribute to the integration of environmental considerations into the preparation and adoption of plans and programmes with a view to promoting sustainable development". It requires the determination as to whether the plan or programme under assessment is likely to have significant environmental effects, taking account of the criteria set out in Schedule 1 of the Regulations. The Regulations require that the results of this process are set out in a Screening Determination Statement (this document), which must be publicly available.

2.3. Before making a formal determination in relation to SEA, there is a requirement to consult the three statutory consultation bodies designated in the Regulations (the Environment Agency, Historic England, and Natural England) on whether environmental assessment is required. This was

undertaken, and their responses to the consultation are at Appendix 2 of this statement.

2.4. The Planning Practice Guidance (Paragraph: 008 Reference ID: 11-008-20140306[1]) states that: "Supplementary Planning Documents do not require a Sustainability Appraisal but may in exceptional circumstances require a Strategic Environmental Assessment if they are likely to have significant environmental effects that have not already been assessed during the preparation of the relevant strategic policies".

3. Draft Beal Valley and Broadbent Moss Masterplan and Spatial Design Code Supplementary Planning Document (SPD)

3.1. Annex 2 of the National Planning Policy Framework (NPPF[2]) defines SPDs as documents which add further detail to the policies in the Development Plan. As SPDs do not have the same status as policies contained within the Development Plan, they are not subject to independent examination.

3.2. The Places for Everyone (PfE) Plan was adopted by Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Tameside, Trafford and Wigan (the nine PfE Plan authorities) and took effect on 21 March 2024.

3.3. PfE sets out the strategic framework for the Oldham Local Plan and allocates sites for employment and housing – in Oldham this includes JPA10 Beal Valley and JPA12 Broadbent Moss. The allocation policies identify a range of criteria that development on Beal Valley and Broadbent Moss will need to address. In both cases, this includes a requirement for development to be *'in accordance with a comprehensive masterplan and design code as agreed by the local planning authority. This will include the need for an infrastructure phasing and delivery strategy in accordance with JP-D1'*.

[1] This can be found online at https://www.gov.uk/guidance/strategic-environmental-assessment-and-sustainability-appraisal#sustainability-appraisal-requirements-for-local-plans-and-spatial-development-strategies

[2] This can be found online at https://assets.publishing.service.gov.uk/media/67aafe8f3b41f783cca46251/NPPF_December_2024.pdf

3.4. Policy JP-D1 relates to Infrastructure Implementation, and it states that through local plans, other local planning documents and development management decisions we will 'require applicants to prepare an infrastructure phasing and delivery strategy to be agreed by the local planning authority for sites where build out will be delivered by different developers or in phases. This strategy must outline what needs to be provided by when and who will fund and deliver it'.

3.5. The Draft Beal Valley and Broadbent Moss Masterplan and Spatial Design Code SPD will therefore supplement PfE Plan Policies: JPA10 Beal Valley and JPA12 Broadbent Moss, meeting the requirements of criterion 1 in both policies and JP-D1.

3.6. The Draft SPD sets out the aims and objectives for the holistic and integrated development of Beal Valley and Broadbent Moss.

3.7. It has been prepared having regard to the challenges and constraints of each site, including the steep topography, current vehicular movement, access to public transport, mine shaft locations, ecological habitats, flood risk and water catchments, and existing landscape features and character. In doing so, it is considered that the Masterplan and Design Code is responsive and unique to Beal Valley and Broadbent Moss.

3.8. The Draft SPD has been prepared around the following vision:

'The Beal Valley and Broadbent Moss new urban fringe shall create new gateways into Oldham from Rochdale, the Pennines and the Peak District.

These interconnected new neighbourhoods or neighbourhood extensions shall provide high quality homes and living environments for families, couples and individuals in which to live and interact. Each neighbourhood will have its own identity which will be focused around a strong and vibrant public realm and green space network. Opportunities to interact with and discover nature will be key to the design of the green and blue spaces, bringing nature and wildlife into the heart of each neighbourhood.

In turn the neighbourhoods shall connect to a new Metrolink Stop and

Travel Hub/Park and Ride facility and bus stops providing good connectivity to jobs and educational opportunities in wider Oldham and Greater Manchester.

The new neighbourhood extensions to the west of the Metrolink will merge and integrate with the existing neighbourhoods and their local facilities, adding vibrancy and vital footfall to them ensuring their long term viability and prosperity. The new development to the east, whilst having connections to surrounding areas, will naturally have a degree of separation because of the topographical features separating it from the surrounding neighbourhoods.

Central to both will be the proposed new Metrolink Stop and Travel Hub/Park and Ride facility at Cop Road which will be closely associated to a 'hub' of commercial and community facilities positioned in the most sustainable location to serve new and existing residents. The ethos will be to ensure that this will be at the 'heart' of this new neighbourhood and within a 15 to 20 minute walk of all homes on the two sites.

The communities shall be designed in such a way to be outward facing and welcoming to adjoining neighbourhoods, providing clear and direct pedestrian and cycle access into this new urban fringes' facilities and green spaces and out into the surrounding countryside.

Each neighbourhood shall be orientated to maximise views out to the wider landscape and benefit from passive solar gain, with opportunities where appropriate for residents to grow their own fruit and vegetables within their gardens, community allotments and orchards.

Sustainability & biodiversity shall be cross-cutting themes within all aspects of day-to-day life in the neighbourhoods and will be integrated into the physical fabric of the place, being a key element in developing the unique sense of place for the area.

These new neighbourhoods shall create homes for both people and nature, living side by side in a shared environment.

3.9. Through preparation of the Draft SPD, it has been concluded that land at Beal Valley and Broadbent Moss can accommodate around 1,700 new homes. This is slightly less than the 1,930 homes set out in policies JPA10 and JPA12, however the lower capacity enables the retention and enhancement of more green space and biodiversity.

3.10. Upon adoption, the SPD will be a material consideration in the determination of planning applications relating to JPA10 Beal Valley and JPA12 Broadbent Moss. The information and guidance in the SPD will help applicants comply with PfE Plan policy requirements.

4. Screening Determination

4.1. The Draft Beal Valley and Broadbent Moss Masterplan and Spatial Design Code SPD is not setting new policy; it will supplement existing policies (JPA10 and JPA12) in the PfE Plan (which came into effect on 21 March 2024). The 'parent DPD' has therefore already been subject to Sustainability Appraisal incorporating Strategic Environmental Assessment, and Habitat Regulations Assessment, as part of an overarching Integrated Assessment, as part of the PfE plan-making process.

4.2. The screening of the Draft Beal Valley and Broadbent Moss Masterplan and Spatial Design Code SPD is set out in Appendix 1 of this document.

4.3. Oldham Council consider that after having regard to the Environmental Assessment of Plans and Programmes Regulations 2004 the Draft Beal Valley and Broadbent Moss Masterplan and Spatial Design Code SPD does not require a Strategic Environmental Assessment (SEA).

4.4. Oldham Council have come to this view as:

- PfE has already been subject to a robust SEA as part of the Integrated Assessment;
- The Beal Valley and Broadbent Moss Masterplan and Spatial Design Code SPD is not promoting any additional development than that set out in PfE; and
- The need for, and completion of, more detailed assessments will be

carried out as part of the planning application stage.

5. Consultation with the statutory bodies

5.1. Having prepared an initial screening determination statement, Oldham Council consulted with the Environment Agency, Historic England and Natural England, in accordance with the Environmental Assessment of Plans and Programmes Regulations 2004. The purpose of this consultation was to establish whether they agreed with the outcome of the initial screening.

5.2. Each of the statutory bodies have confirmed that they agree with Oldham Council's conclusion that the proposed Beal Valley and Broadbent Moss Masterplan and Spatial Design Code SPD would not require a full Strategic Environmental Assessment or a Habitats Regulations Assessment.

5.3. The relevant correspondence is attached at Appendix 2.

6. Conclusion

6.1. Given the outcome of this assessment and the responses from the statutory consultees, provided at Appendix 2, Oldham Council have concluded that a full Strategic Environmental Assessment is not required for the Beal Valley and Broadbent Moss Masterplan and Spatial Design Code SPD.

Appendix 1 – Screening Assessment

SEA Directive Criteria	Summary of Environments effects	Likely Significant Effects?
1. Characteristics of the Draft Beal Valley and Broadbent Moss Masterplan and Spatial Design Code SPD having particular regard to:	-	-
a) The degree to which the plan or programme sets out a framework for projects and other activities, either with regard to the location, nature, size or operating conditions or by allocating resources.	The Beal Valley and Broadbent Moss Masterplan and Spatial Design Code SPD will provide supplementary guidance to the adopted Places for Everyone Plan (PfE) Plan policies, specifically JPA10 Beal Valley and JPA12 Broadbent Moss. The PfE Plan policies have been scrutinised through the Sustainability Appraisal / SEA processes, as part of the Integrated Assessment. The Beal Valley and Broadbent Moss Masterplan and Spatial Design Code SPD does not propose additional development to that proposed in PfE, not does it allocate any additional land, therefore it is not considered to set a new framework for projects or other activities to those already assessed as part of PfE.	No
b) The degree to which the plan or programme influences other plans and programmes including those in a hierarchy.	The purpose of the Beal Valley and Broadbent Moss Masterplan and Spatial Design Code SPD is to support the delivery of the adopted PfE Plan, specifically allocations JPA10 Beal Valley and JPA12 Broadbent Moss, and to guide the preparation and determination of planning applications. As such, it does not introduce new policy and must be in conformity with PfE and the Oldham Local Plan.	No

SEA Directive Criteria	Summary of Environments effects	Likely Significant Effects?
c) The relevance of the plan or programme for the integration of environmental considerations in particular with a view to promoting sustainable development.	The Beal Valley and Broadbent Moss Masterplan and Spatial Design Code SPD will supplement JPA10 and JPA12 in PfE and will assist in the delivery of these allocations. It does not set new policy or promote additional development to that identified in PfE. Through the plan-making process PfE, and therefore the allocations, has already been subject to Sustainability Appraisal incorporating Strategic Environmental Assessment, and Habitat Regulations Assessment, as part of an overarching Integrated Assessment. It is therefore considered that the integration of environmental considerations and the promotion of sustainable development that may be relevant to the preparation of the SPD have been taken into account as part of the aforementioned Integrated Assessment. Furthermore, the need for, and completion of, more detailed assessments will be carried out as development comes forward and as part of future planning applications.	No
(d) Environmental problems relevant to the plan or programme; and	The Beal Valley and Broadbent Moss Masterplan and Spatial Design Code SPD will supplement JPA10 and JPA12 in PfE and will assist in the delivery of these allocations. It does not set new policy or promote additional development to that identified in PfE. Through the plan-making process PfE, and therefore the allocations, has already been subject to Sustainability Appraisal incorporating Strategic Environmental Assessment, and Habitat Regulations Assessment, as part of an overarching Integrated Assessment. It is therefore considered that the 'environmental problems' relevant to the preparation of the SPD have been taken into account as part of the aforementioned Integrated Assessment. Furthermore, the need for, and completion of, more detailed assessments will be carried out as development comes forward and as part of future planning applications.	No

SEA Directive Criteria	Summary of Environments effects	Likely Significant Effects?
e) The relevance of the plan or programme for the implementation of community legislation on the environment (e.g. plans and programmes related to waste management or water).	The Beal Valley and Broadbent Moss Masterplan and Spatial Design Code SPD will supplement JPA10 and JPA12 in PfE and will assist in the delivery of these allocations. This includes policies relating to Flood Risk and the Water Environment (JP-S4) and Resource Efficiency (JP-S6). As well as relevant criteria within the respective allocation policies. The SPD does not set new policy or promote additional development to that identified in PfE. Through the plan-making process PfE, and therefore the allocations, has already been subject to Sustainability Appraisal incorporating Strategic Environmental Assessment, and Habitat Regulations Assessment, as part of an overarching Integrated Assessment. It is therefore considered that the relevance of the SPD on the implementation of community legislation on the environment (e.g. those plans and programmes relating to waste management and water) has been taken into account as part of the aforementioned Integrated Assessment. Furthermore, the need for, and completion of, more detailed assessments will be carried out as development comes forward and as part of future planning applications.	No
2. Characteristics of the effects and area likely to be affected having particular regard to:	-	-
a) The probability, duration, frequency and reversibility of the effects	The Beal Valley and Broadbent Moss Masterplan and Spatial Design Code SPD will supplement JPA10 and JPA12 in PfE and will assist in the delivery of these allocations. It does not set new policy or promote additional development to that identified in PfE. Through the plan-making process PfE, and therefore the allocations, has already been subject to Sustainability Appraisal incorporating Strategic Environmental Assessment, and Habitat Regulations Assessment, as part of an overarching Integrated Assessment. It is therefore considered that the probability, duration, frequency and reversibility of the effects relevant to the preparation of the SPD were taken into account as part of the aforementioned Integrated	No

SEA Directive Criteria	Summary of Environments effects	Likely Significant Effects?
	Assessment. Furthermore, the need for, and completion of, more detailed assessments will be carried out as development comes forward and as part of future planning applications.	
b) The cumulative nature of the effects	The Beal Valley and Broadbent Moss Masterplan and Spatial Design Code SPD will supplement JPA10 and JPA12 in PfE and will assist in the delivery of these allocations. It does not set new policy or promote additional development to that identified in PfE. Through the plan-making process PfE, and therefore the allocations, has already been subject to Sustainability Appraisal incorporating Strategic Environmental Assessment, and Habitat Regulations Assessment, as part of an overarching Integrated Assessment. It is therefore considered that the cumulative nature of the effects relevant to the preparation of the SPD were taken into account as part of the aforementioned Integrated Assessment. Furthermore, the need for, and completion of, more detailed assessments will be carried out as development comes forward and as part of future planning applications.	No
c) The trans-boundary nature of the effects	The Beal Valley and Broadbent Moss Masterplan and Spatial Design Code SPD will supplement JPA10 and JPA12 in PfE and will assist in the delivery of these allocations. It does not set new policy or promote additional development to that identified in PfE. Through the plan-making process PfE, and therefore the allocations, has already been subject to Sustainability Appraisal incorporating Strategic Environmental Assessment, and Habitat Regulations Assessment, as part of an overarching Integrated Assessment. It is therefore considered that the trans-boundary nature of the effects relevant to the preparation of the SPD were taken into account as part of the aforementioned Integrated Assessment and given that PfE is a joint plan of nine GM districts. Furthermore, the need for, and completion of, more detailed assessments will be carried out as development comes forward and as part of future planning applications.	No

SEA Directive Criteria	Summary of Environments effects	Likely Significant Effects?
d) The risks to human health or the environment (e.g. due to accident)	The Beal Valley and Broadbent Moss Masterplan and Spatial Design Code SPD will supplement JPA10 and JPA12 in PfE and will assist in the delivery of these allocations. It does not set new policy or promote additional development to that identified in PfE. Through the plan-making process PfE, and therefore the allocations, has already been subject to Sustainability Appraisal incorporating Strategic Environmental Assessment, and Habitat Regulations Assessment, as part of an overarching Integrated Assessment. It is therefore considered that the risks to human health or the environment that may be relevant to the preparation of the SPD were taken into account as part of the aforementioned Integrated Assessment. Furthermore, the need for, and completion of, more detailed assessments will be carried out as development comes forward and as part of future planning applications.	No
e) The magnitude and spatial extent of the effects (geographic area and size of the population likely to be affected)	The Beal Valley and Broadbent Moss Masterplan and Spatial Design Code SPD will supplement JPA10 and JPA12 in PfE and will assist in the delivery of these allocations. It does not set new policy or promote additional development to that identified in PfE. Through the plan-making process PfE, and therefore the allocations, has already been subject to Sustainability Appraisal incorporating Strategic Environmental Assessment, and Habitat Regulations Assessment, as part of an overarching Integrated Assessment. It is therefore considered that the magnitude and spatial extent of the effects that may be relevant to the preparation of the SPD were taken into account as part of the aforementioned Integrated Assessment. Furthermore, the need for, and completion of, more detailed assessments will be carried out as development comes forward and as part of future planning applications.	No
f) The value and vulnerability of the area likely to be affected due to:	The Beal Valley and Broadbent Moss Masterplan and Spatial Design Code SPD will supplement JPA10 and JPA12 in PfE and will assist in	No

SEA Directive Criteria	Summary of Environments effects	Likely Significant Effects?
i) Special natural characteristics or cultural heritage ii) Exceeded environmental quality standards or limit values iii) Intensive land use	the delivery of these allocations. It does not set new policy or promote additional development to that identified in PfE. Through the plan-making process PfE, and therefore the allocations, has already been subject to Sustainability Appraisal incorporating Strategic Environmental Assessment, and Habitat Regulations Assessment, as part of an overarching Integrated Assessment. A robust and methodical site selection process was also undertaken to assess potential allocations as part of preparing PfE. It is therefore considered that the value and vulnerability of the area likely to be affected due to special natural characteristics or cultural heritage; environmental quality; and intensive land use that may be relevant to the preparation of the SPD were taken into account as part of the aforementioned Integrated Assessment. Furthermore, the need for, and completion of, more detailed assessments will be carried out as development comes forward and as part of future planning applications.	
g) The effects on areas or landscapes which have recognised national, community or international protected status	The Beal Valley and Broadbent Moss Masterplan and Spatial Design Code SPD will supplement JPA10 and JPA12 in PfE and will assist in the delivery of these allocations. It does not set new policy or promote additional development to that identified in PfE. Through the plan-making process PfE, and therefore the allocations, has already been subject to Sustainability Appraisal incorporating Strategic Environmental Assessment, and Habitat Regulations Assessment, as part of an overarching Integrated Assessment. A robust and methodical site selection process was also undertaken to assess potential allocations as part of preparing PfE, It is therefore considered that the effects on areas or landscapes which have recognised national, community or international protected status that may be relevant to the preparation of the SPD were taken into account as part of the aforementioned Integrated Assessment. Furthermore, the need for, and completion of, more detailed	No

SEA Directive Criteria	Summary of Environments effects	Likely Significant Effects?
	assessments will be carried out as development comes forward and as part of future planning applications.	

Appendix 2 – Responses from statutory consultees in relation to the initial screening

Oldham Metropolitan Borough Council
Spindles Shopping Centre
West Street
Oldham
OL1 1LF

Our ref: SO/2006/000014/SE-02/SC1-L01
Your ref:

Date: 20 January 2026

Dear Sir/Madam

DRAFT BEAL VALLEY AND BROADBENT MOSS MASTERPLAN AND SPATIAL DESIGN CODE SUPPLEMENTARY PLANNING DOCUMENT
INITIAL SEA DETERMINATION STATEMENT

Thank you for referring the above consultation which was received on the 14th January 2026.

Environment Agency Position

We are in agreement with the Council that a Strategic Environmental Assessment is not required, based on the proposals having already been subject to a Sustainability Appraisal as part of the Places for Everyone (PfE) Development Plan Document and associated plan making process.

Noting the specific requirements within PfE Policy JPA10 and JPA12 to consider the delivery of flood storage/wetland in liaison with the Environment Agency, we welcome continued discussion with the Council and the developer(s) on this matter.

Yours faithfully

[redacted]
Planning Advisor

[redacted]

Environment Agency
Richard Fairclough House Knutsford Road, Warrington, WA4 1HT.
Customer services line: 03708 506 506
www.gov.uk/environment-agency
End

Historic England

Our ref: PL00
Your ref:

FAO: [redacted]

Date: 15 January 2026

Dear [redacted]

Beal Valley and Broadbent Moss SPD – SEA Screening Statement

Historic England is the Government's statutory adviser on all matters relating to the historic environment in England. We are a non-departmental public body established under the National Heritage Act 1983 and sponsored by the Department for Culture, Media and Sport (DCMS). We champion and protect England's historic places, providing expert advice to local planning authorities, developers, owners and communities to help ensure our historic environment is properly understood, enjoyed and cared for.

Historic England has produced a document, which you might find helpful in providing guidance on the effective assessment of the historic environment in Strategic Environmental Assessments. This can be found at https://www.historicengland.org.uk/images-books/publications/sustainability-appraisal-and-strategic-environmental-assessment-advice-note-8/ .

In terms of our area of interest, we would concur with your assessment that the document is unlikely to result in any significant environmental effects and will simply provide additional guidance on existing local plan policies which have already been subject to a Sustainability Appraisal. As a result, we would endorse the conclusions that it is not necessary to undertake a Strategic Environmental Assessment of the document at this stage.

If you have any queries about this matter or would like to discuss anything further, please do not hesitate to contact me.

Yours sincerely,

[redacted]
Historic Environment Planning Adviser (North)
Historic England
[redacted]

Please note that Historic England operates an access to information policy. Correspondence or information which you send us may therefore become publicly available.

Date: 19 January 2026
Our ref: 538341
Your ref: strategic planning

[redacted]
BY EMAIL ONLY

Customer Services
Hornbeam House
Crewe Business Park
Electra Way
Crewe
Cheshire
CW1 6GJ

[redacted]

Dear [redacted]

Beal Valley & Broadbent Moss (Oldham) SPD SEA and HRA Screening Consultation

Thank you for your consultation on the following documents dated and received by Natural England on 12 January 2026:

- Draft Beal Valley & Broadbent Moss SPD – initial HRA Screening Statement
- Draft Beal Valley & Broadbent Moss SPD – initial SEA Determination Statement

Natural England is a non-departmental public body. Our statutory purpose is to ensure that the natural environment is conserved, enhanced, and managed for the benefit of present and future generations, thereby contributing to sustainable development.

It is our advice, on the basis of the material supplied with the consultation, that, in so far as our environmental interests are concerned (including but not limited to statutory designated sites, landscapes and protected species, geology and soils), that there are unlikely to be significant environmental effects from the proposed SPDs that were not covered in the Integrated Assessment and the Habitats Regulations Assessment of the adopted Places for Everyone Strategy. Therefore, the proposed SPDs would not require a full Strategic Environmental Assessment or a Habitats Regulations Assessment.

Yours sincerely

[redacted]
Senior Officer Strategic Planning
Cheshire to Lancashire Team

Draft Beal Valley and Broadbent Moss Masterplan and Spatial Design Code Supplementary Planning Document - Habitat Regulation Assessment Screening Determination Statement

Places for Everyone JPA10 and JPA12

February 2026

Oldham Council

1. Introduction

1.1. Oldham Council and the main developer / landowner consortium (consisting of Casey, Barratt Redrow, Kellen Homes and Wain Homes) are jointly preparing a Masterplan and Spatial Design Code Supplementary Planning Document (SPD) for Places for Everyone (PfE) allocations JPA10 Broadbent Moss and JPA12 Beal Valley. Oldham Council is the "competent authority" for the purposes of this SEA determination statement.

1.2. This statement sets out Oldham Council's assessment regarding whether the SPD is likely to have significant adverse effects on the national network of biodiversity sites in accordance with Regulation 63 of the Conservation of Habitats and Species Regulations 2017 (as amended)[1] and European Directive 92/43/EEC (the Habitats Directive)[2].

2. Habitat Regulations Assessment Context

2.1. The requirement for a Habitat Regulations Assessment (HRA) is set out within Regulation 63 the Conservation of Habitats and Species Regulations 2017 (as amended) and Articles 6(3) and 6(4) of the Habitats Directive. Legislation requires an Appropriate Assessment of any plan or project to be undertaken to assess if it is likely to have significant adverse effects upon the integrity of internationally designated sites of nature conservation importance, now known as the national site network (formerly known as Natura 2000 sites).

2.2. The Habitats Directive is transposed into English legislation through the Conservation of Habitats and Species Regulations 2017 (as amended) published in November 2017.

2.3. European Directive 92/43/EEC on the Conservation of Natural Habitats and Wild Flora and Fauna – the 'Habitats Directive' provides legal protection for habitats and species of European importance. The national site network objectives are to:

- maintain or, where appropriate, restore habitats and species listed in Annexes I and II of the Habitats Directive to a favourable conservation status (FCS).
- contribute to ensuring, in their area of distribution, the survival and reproduction of wild birds and securing compliance with the overarching aims of the Wild Birds Directive (Directive 2009/147/EC).

2.4 The purpose of a HRA is to assess the impacts of a land-use plan against the conservation objectives of the national network of sites. The assessment must determine whether the plan would adversely affect the integrity of the site in terms of its nature conservation objectives. Where negative effects are identified, other options should be examined to avoid any potential

[1] https://www.gov.uk/government/publications/changes-to-the-habitats-regulations-2017/changes-to-the-habitats-regulations-2017
[2] https://www.legislation.gov.uk/eudr/1992/43/contents

damaging effects.

2.5 The Beal Valley and Broadbent Moss Masterplan and Spatial Design Code SPD provides further guidance on the implementation of PfE allocations JPA10 Beal Valley and JPA12 Broadbent Moss. The PfE Plan, including the allocations, has been subject to an HRA that has developed iteratively over several years in parallel to the drafting of the PfE, as part of an overarching Integrated Assessment. The HRA for PfE fully assessed the impacts of the Plan on the national network of sites at each plan making stage. The HRA documents for the PfE Plan can be found on the GMCA website at: Adoption - Greater Manchester Combined Authority (greatermanchester-ca.gov.uk) for the submission and examination stages of the Plan and at Modifications Documentation 2023 - Greater Manchester Combined Authority (greatermanchester-ca.gov.uk) for the main modifications stage of the Plan.

3. The Beal Valley and Broadbent Moss Masterplan and Spatial Design Code Supplementary Planning Document (SPD)

3.1. Annex 2 of the National Planning Policy Framework (NPPF[3]) defines SPDs as documents which add further detail to the policies in the Development Plan. As SPDs do not have the same status as policies contained within the Development Plan, they are not subject to independent examination.

3.2. PfE was adopted by Bolton, Bury, Manchester, Oldham, Rochdale, Salford, Tameside, Trafford and Wigan (the nine PfE Plan authorities) and took effect on 21 March 2024.

3.3. PfE sets out the strategic framework for the Oldham Local Plan and allocates sites for employment and housing – in Oldham this includes JPA10 Beal Valley and JPA12 Broadbent Moss. The allocation policies identify a range of criteria that development on Beal Valley and Broadbent Moss will need to address. In both cases, this includes a requirement for development to be *'in accordance with a comprehensive masterplan and design code as agreed by the local planning authority. This will include the need for an infrastructure phasing and delivery strategy in accordance with JP-D1'*.

3.4. Policy JP-D1 relates to Infrastructure Implementation, and it states that through local plans, other local planning documents and development management

[3] This can be found online at https://assets.publishing.service.gov.uk/media/67aafe8f3b41f783cca46251/NPPF_December_2024.pdf

decisions we will *'require applicants to prepare an infrastructure phasing and delivery strategy to be agreed by the local planning authority for sites where build out will be delivered by different developers or in phases. This strategy must outline what needs to be provided by when and who will fund and deliver it'*.

3.5. The Beal Valley and Broadbent Moss Masterplan and Spatial Design Code SPD will therefore supplement PfE Plan Policies: JPA10 Beal Valley and JPA12 Broadbent Moss, meeting the requirements of criterion 1 in both policies and JP-D1, and providing further guidance on how other relevant plan criteria should be met.

3.6. The Draft SPD sets out the aims and objectives for the holistic and integrated development of Beal Valley and Broadbent Moss.

3.7. It has been prepared having regard to the challenges and constraints of each site, including the steep topography, current vehicular movement, access to public transport, mine shaft locations, ecological habitats, flood risk and water catchments, and existing landscape features and character. In doing so, it is considered that the Masterplan and Design Code is responsive and unique to Beal Valley and Broadbent Moss.

3.8. The Draft SPD has been prepared around the following vision:

'The Beal Valley and Broadbent Moss new urban fringe shall create new gateways into Oldham from Rochdale, the Pennines and the Peak District.

These interconnected new neighbourhoods or neighbourhood extensions shall provide high quality homes and living environments for families, couples and individuals in which to live and interact. Each neighbourhood will have its own identity which will be focused around a strong and vibrant public realm and green space network. Opportunities to interact with and discover nature will be key to the design of the green and blue spaces, bringing nature and wildlife into the heart of each neighbourhood.

In turn the neighbourhoods shall connect to a new Metrolink Stop and Travel Hub/Park and Ride facility and bus stops providing good connectivity to jobs and educational opportunities in wider Oldham and Greater Manchester.

The new neighbourhood extensions to the west of the Metrolink will merge and integrate with the existing neighbourhoods and their local facilities, adding

vibrancy and vital footfall to them ensuring their long term viability and prosperity. The new development to the east, whilst having connections to surrounding areas, will naturally have a degree of separation because of the topographical features separating it from the surrounding neighbourhoods.

Central to both will be the proposed new Metrolink Stop and Travel Hub/Park and Ride facility at Cop Road which will be closely associated to a 'hub' of commercial and community facilities positioned in the most sustainable location to serve new and existing residents. The ethos will be to ensure that this will be at the 'heart' of this new neighbourhood and within a 15 to 20 minute walk of all homes on the two sites.

The communities shall be designed in such a way to be outward facing and welcoming to adjoining neighbourhoods, providing clear and direct pedestrian and cycle access into this new urban fringes' facilities and green spaces and out into the surrounding countryside.

Each neighbourhood shall be orientated to maximise views out to the wider landscape and benefit from passive solar gain, with opportunities where appropriate for residents to grow their own fruit and vegetables within their gardens, community allotments and orchards.

Sustainability & biodiversity shall be cross-cutting themes within all aspects of day-to-day life in the neighbourhoods and will be integrated into the physical fabric of the place, being a key element in developing the unique sense of place for the area.

These new neighbourhoods shall create homes for both people and nature, living side by side in a shared environment.

3.9. The PfE Plan is the "parent DPD", which has already been subject to an HRA, see details in section above, as part of an overarching Integrated Assessment.

3.10. The SPD does not introduce new policy or promote additional development to that set out in PfE. Rather, it seeks to assist in the delivery of JPA10 Beal Valley and JPA12 Broadbent Moss.

3.11. Upon adoption, the SPD will be a material consideration in the determination of planning applications relating to JPA10 Beal Valley and JPA12 Broadbent Moss. The information and guidance in the SPD will help applicants comply with PfE Plan

policy requirements.

4. Screening Assessment

4.1. Oldham Council considers that the Beal Valley and Broadbent Moss Masterplan and Spatial Design Code SPD will not have significant adverse effects on any sites in the national sites network, either alone or in combination with other plans and projects.

4.2. The Council has come to this view as:

- The Beal Valley and Broadbent Moss Masterplan and Spatial Design Code SPD will supplement policies JPA10 and JPA12 of the PfE Plan, which has already been subject to a robust HRA as part of Integrated Assessment;
- The Beal Valley and Broadbent Moss Masterplan and Spatial Design Code SPD is not promoting any additional development than that set out in PfE; and
- The need for, and completion of, more detailed assessments will be carried out as part of the planning application stage.

4.3. As such, it is considered that no 'appropriate assessment' is required to be made under Regulations 63, 64 and 65 of the Conservation of Habitats and Species Regulations 2017 (as amended) before the Council adopts the SPD.

5. Consultation with the statutory bodies

5.1. Having prepared an initial screening determination statement, Oldham Council consulted with the Environment Agency, Historic England and Natural England, in accordance with the Environmental Assessment of Plans and Programmes Regulations 2004. The purpose of this consultation was to establish whether they agreed with the outcome of the initial screening.

5.2. Each of the statutory bodies have confirmed that they agree with Oldham Council's conclusion that the proposed Beal Valley and Broadbent Moss Masterplan and Spatial Design Code SPD would not require a full Habitats Regulations Assessment. The relevant correspondence is attached at Appendix 1

6. Conclusion

6.1. Given the outcome of this assessment and the response of the statutory consultees, provided at Appendix 1, Oldham Council have concluded that a full Habitats Regulations Assessment is not required for the Beal Valley and Broadbent Moss Masterplan and Spatial Design Code SPD.

Appendix 1 – Responses from statutory consultees in relation to the initial screening

Oldham Metropolitan Borough Council
Spindles Shopping Centre
West Street
Oldham
OL1 1LF

Our ref: SO/2006/000014/SE-02/SC1-L01
Your ref:

Date: 20 January 2026

Dear Sir/Madam

DRAFT BEAL VALLEY AND BROADBENT MOSS MASTERPLAN AND SPATIAL DESIGN CODE SUPPLEMENTARY PLANNING DOCUMENT
INITIAL SEA DETERMINATION STATEMENT

Thank you for referring the above consultation which was received on the 14th January 2026.

Environment Agency Position

We are in agreement with the Council that a Strategic Environmental Assessment is not required, based on the proposals having already been subject to a Sustainability Appraisal as part of the Places for Everyone (PfE) Development Plan Document and associated plan making process.

Noting the specific requirements within PfE Policy JPA10 and JPA12 to consider the delivery of flood storage/wetland in liaison with the Environment Agency, we welcome continued discussion with the Council and the developer(s) on this matter.

Yours faithfully

[redacted]
Planning Advisor

[redacted]

Environment Agency
Richard Fairclough House Knutsford Road, Warrington, WA4 1HT.
Customer services line: 03708 506 506
www.gov.uk/environment-agency
End

Historic England

Our ref: PL00
Your ref:

FAO: [redacted]

Date: 15 January 2026

Dear [redacted]

Beal Valley and Broadbent Moss SPD – SEA Screening Statement

Historic England is the Government's statutory adviser on all matters relating to the historic environment in England. We are a non-departmental public body established under the National Heritage Act 1983 and sponsored by the Department for Culture, Media and Sport (DCMS). We champion and protect England's historic places, providing expert advice to local planning authorities, developers, owners and communities to help ensure our historic environment is properly understood, enjoyed and cared for.

Historic England has produced a document, which you might find helpful in providing guidance on the effective assessment of the historic environment in Strategic Environmental Assessments. This can be found at https://www.historicengland.org.uk/images-books/publications/sustainability-appraisal-and-strategic-environmental-assessment-advice-note-8/ .

In terms of our area of interest, we would concur with your assessment that the document is unlikely to result in any significant environmental effects and will simply provide additional guidance on existing local plan policies which have already been subject to a Sustainability Appraisal. As a result, we would endorse the conclusions that it is not necessary to undertake a Strategic Environmental Assessment of the document at this stage.

If you have any queries about this matter or would like to discuss anything further, please do not hesitate to contact me.

Yours sincerely,

[redacted]
Historic Environment Planning Adviser (North)
Historic England
[redacted]

Please note that Historic England operates an access to information policy. Correspondence or information which you send us may therefore become publicly available.

Date: 19 January 2026
Our ref: 538341
Your ref: strategic planning

[redacted]
BY EMAIL ONLY

Customer Services
Hornbeam House
Crewe Business Park
Electra Way
Crewe
Cheshire
CW1 6GJ

[redacted]

Dear [redacted]

Beal Valley & Broadbent Moss (Oldham) SPD SEA and HRA Screening Consultation

Thank you for your consultation on the following documents dated and received by Natural England on 12 January 2026:

- Draft Beal Valley & Broadbent Moss SPD – initial HRA Screening Statement
- Draft Beal Valley & Broadbent Moss SPD – initial SEA Determination Statement

Natural England is a non-departmental public body. Our statutory purpose is to ensure that the natural environment is conserved, enhanced, and managed for the benefit of present and future generations, thereby contributing to sustainable development.

It is our advice, on the basis of the material supplied with the consultation, that, in so far as our environmental interests are concerned (including but not limited to statutory designated sites, landscapes and protected species, geology and soils), that there are unlikely to be significant environmental effects from the proposed SPDs that were not covered in the Integrated Assessment and the Habitats Regulations Assessment of the adopted Places for Everyone Strategy. Therefore, the proposed SPDs would not require a full Strategic Environmental Assessment or a Habitats Regulations Assessment.

Yours sincerely

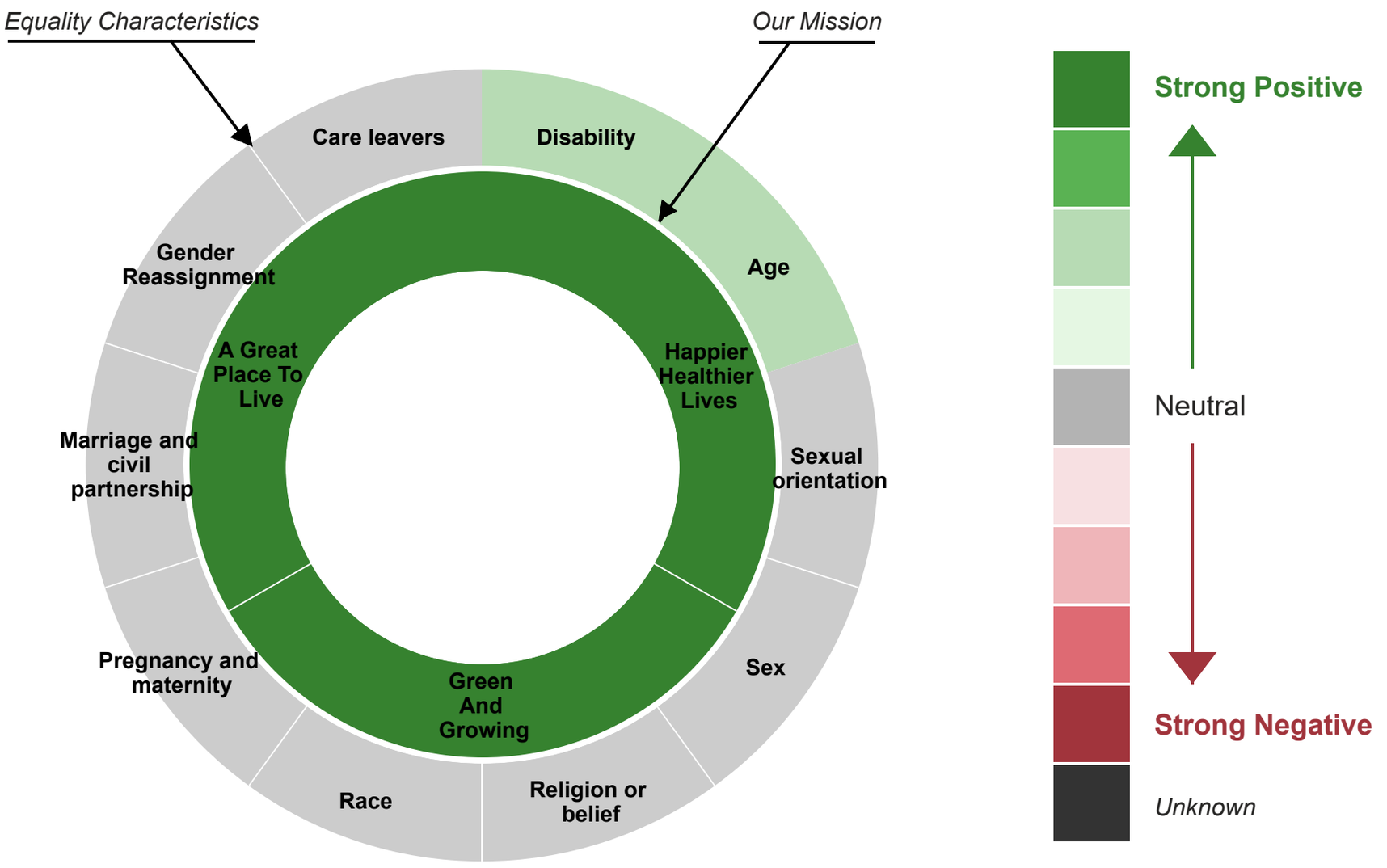
[redacted]
Senior Officer Strategic Planning
Cheshire to Lancashire Team

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Draft Beal Valley and Broadbent Moss Masterplan and Spatial Design C…

completed/last updated by Strategic Planning and Information on 06/02/2…

Portfolio	
Decent Homes	
Directorate	
Place	
Service/Team	
Economy	
Is this IA related to a Budget Reduction proposal?	**No**



Equality Characteristics

Category	Impact	Likely	Duration	Impact Score	Comment
Care leavers	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	
Age	Moderate Positive	Possible	Long Term	2	The draft Masterplan and Spatial Design Code SPD references that the new homes need to be easily reached, entered and used by everyone regardless of age and physical ability. It goes on to explain the Building Regulations in relation to this and how the homes on site will comply with requirements. Furthermore, criterion 2 of Places for Everyone policies JPA10 Beal Valley and JPA12 Broadbent Moss state that development on the site will be required to provide a range of dwelling types and sizes to deliver inclusive neighbourhoods and meet local needs. PfE Policy JP-H3: Type, Size and Design of New Housing also requires all new dwellings to be built to the 'accessible and adaptable' standard in Part M4(2) of the Building Regulations unless specific site conditions make this impracticable.
Disability	Moderate Positive	Possible	Long Term	2	The draft Masterplan and Spatial Design Code SPD references that the new homes need to be easily reached, entered and used by everyone regardless of age and physical ability. It goes on to explain the Building Regulations in relation to this and how the homes on site will comply with requirements. Furthermore, criterion 2 of Places for Everyone policies JPA10 Beal Valley and JPA12 Broadbent Moss state that development on the site will be required to provide a range of dwelling types and sizes to deliver inclusive neighbourhoods and meet local needs. PfE Policy JP-H3: Type, Size and Design of New Housing also requires all new dwellings to be built to the 'accessible and adaptable' standard in Part M4(2) of the Building Regulations unless specific site conditions make this impracticable.

Our Mission / Corporate Priorities

Category	Impact	Likely	Duration	Impact Score	Comment
A Great Place To Live	Strong Positive	Very Likely	Long Term	8	The draft Masterplan and Spatial Design Code SPD responds to criterion 1 of JPA10 and JPA12 which requires development on these sites to be in accordance with a comprehensive masterplan and design code as agreed by the local planning authority. The purpose being that this will ensure that development comes forward in a co-ordinated way and will collectively meet relevant policy requirements set out in PfE and Oldham's Local Plan (currently the adopted Core Strategy and Development Management Policies Development Plan Document). Doing so will have a positive impact on this priority. In particular, the vision sets out that the development will provide high quality homes and living environments for families, couples and individuals in which to live and interact. Each neighbourhood will have its own identity that will be focused around a strong and vibrant public realm and green space network.
Green And Growing	Strong Positive	Very Likely	Long Term	8	The draft Masterplan and Spatial Design Code SPD responds to criterion 1 of JPA10 and JPA12 which requires development on these sites to be in accordance with a comprehensive masterplan and design code as agreed by the local planning authority. The purpose being that this will ensure that development comes forward in a co-ordinated way and will collectively meet relevant policy requirements set out in PfE and Oldham's Local Plan (currently the adopted Core Strategy and Development Management Policies Development Plan Document). Doing so will have a positive impact on this priority. In particular, part of the masterplan area is for employment land which will help to generate quality job opportunities and equip people with the skills they need to succeed.
Happier Healthier Lives	Strong Positive	Very Likely	Long Term	8	The draft Masterplan and Spatial Design Code SPD responds to criterion 1 of JPA10 and JPA12 which requires development on these sites to be in accordance with a comprehensive masterplan and design code as agreed by the local planning authority. The purpose being that this will ensure that development comes forward in a co-ordinated way and will collectively meet relevant policy requirements set out in PfE and Oldham's Local Plan (currently the adopted Core Strategy and Development Management Policies Development Plan Document). Doing so will have a positive impact on this priority. In particular, development will provide enhanced open space and natural environment, and an additional Metrolink stop and Park and Ride facility which will help to improve accessibility. As well as delivery of new homes. All of which will help to achieve happier, healthier lives.

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)

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