

Responsible Officer :	Mark Warren
Cabinet Member :	Cllr Z Chauhan
Support Officer :	Helen Ramsden

BR1 - Section A

Service Area :	Commissioning
Budget Reduction Title :	Day Care Services

Budget Reduction Proposal - Detail and Objectives :

Reduction in the funding envelope from 2019/20 onwards for contracted Day Care Services for older people.

As we retender the day services contract and have a look at usage figures across the current Age UK services and Laurel Bank (Miocare), there is potential to reduce the funding envelope by c£0.050m. However, we are unlikely to have the capacity to retender this ahead of the start of the new financial year so will be a part year effect in 19/20. It is most likely that the savings will be achieved by reducing the number of places in the contract, based on actual usage against the block contract over the past 12-18 months.

The total current value of these services is c£0.500m per annum, across a range of arrangements. These will be brought together under one contract.

Discussions are underway regarding the transfer of Miocare day services to Age UK and the potential to achieve the savings via negotiation rather than tender.

The proposal has been discussed with Age UK which has provided clarity on the preferred route to achieve the saving.

2018/19 Service Budget and Establishment

	£000
Employees	0
Other Operational Expenses	1,315
Income	(0)
Total	1,315

Current Forecast (under) / overspend

	0
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Number of posts (Full time equivalent)

	0.00
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(37)	(13)	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

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

	Ongoing
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Section B

What impact does the proposal have on the following? :

Property
Please see additional information.
Service Delivery
None. The saving would be achieved through reductions in the number of day places available, which will reflect actual usage.
Future expected outcomes
None. please see above.
Organisation
None. Please see above.
Workforce
None. Please see above. There will be TUPE transfers of staff from Miocare to the successful provider. Miocare management and staff are aware and have been fully engaged in discussions.
Communities and Service Users
None. Services will continue.
Oldham Cares
None. Services will continue.
Other Partner Organisations
None. Services will continue.

Who are the key stakeholders?

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

Benefits to the organisation/staff/customers including performance improvements

The reduction in contract value of 10% will be reflective of a general reduction in demand for day services for older people.

Section C

Key Risks and Mitigations:

Risk	Mitigation
The retender or negotiation does not result in viable bidders to deliver day services.	Age UK is the current provider of the majority of day services. The previous two tenders of this contract have resulted in viable bids. Discussions are ongoing through contract management meetings regarding the future of these services, and Age UK's appetite as a service provider.
A 10% reduction in annual contract value does not secure sufficient places to meet demand.	The proposed reduction is in line with contract monitoring activity figures.
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Day Service contract tendered and awarded or renegotiated	1 July 2019
N/A	N/A
N/A	N/A
N/A	N/A

Section D

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

Equality Impact Screening

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

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

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

Finance Comments
The reduction will be achieved by reducing the envelope upon re-tendering for Day Care Services, the current contract value is £0.500m across a range of services. Due to contract renewal dates the proposed saving of £0.050m will not be fully achievable; 75% (£0.037m) will be delivered in 2019/20 with the balance (£0.017m) delivered in 2020/21. Based on current usage/uptake the proposed phased reduction is deemed achievable.

Signed RO	19-Oct-2018
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Signed Finance	18-Oct-2018
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Cabinet Member Signature		
Name and Date	Cllr Z Chauhan	14-Jan-2019

Additional Information (if required)

Impact on property

No immediate effect. Discussions have been ongoing for some time in relation to Laurel Bank, and whether a provider other than Miocare would want to operate from this site should they win the tender. Whilst this is highly likely in the short term, for continuity for service users, they may wish to source their own premises in future.

	Reference:	HAS-BR1-237
Responsible Officer	Mark Warren	
Cabinet Member:	Cllr Z Chauhan	
Support Officer	Neil Clough	

Equality Impact Assessment Tool

Service Area:	Health & Wellbeing
Budget Reduction Title:	Reduce the budget that the council spends on day care services by £50,000 per annum.

Stage 1: Initial Assessment

1a	Which service does this project, policy or proposal relate to? Day Care Services (Older People).
1b	What is the project, policy or proposal? To reduce the amount of money paid into older people day services by £50,000 per annum.
1c	<p>What are the main aims of the project, policy or proposal?</p> <p>Main aims of the day care services provision:</p> <p>Older People Day care services are currently provided by 2 providers, these are Age UK Oldham & Mio Care.</p> <p>Age UK Oldham provide day care services to Older People over 65 years with an assessed care need at a number of venues across Oldham. The value of the contract is £289,197 per annum and was awarded 1st July 2016. This contract is due to expire 30 June 2019. Age UK Oldham also provide day care services at Franklin house. Oldham Council pays £234,206 for services at Franklin house.</p> <p>Main aims of the proposal:</p> <p>Reduction in the funding envelope from 2019/20 onwards for contracted Day Care Services for older people. As we retender the day services contract and have a look at usage figures across the current Age UK services and Laurel Bank (Miocare), there is potential to reduce the funding envelope by circa £50,000 per annum.</p> <p>However, we are unlikely to have the capacity to retender this ahead of the start of the new financial year so there will be a part year effect in 19/20. It is most likely that the savings will be achieved by reducing the number of places in the contract, based on actual usage against the block contract over the past 12-18 months. The total current value of these services is circa £500,000 per annum, across a range of arrangements. These will be brought together under one contract.</p> <p>Discussions are underway regarding the transfer of Miocare day services to Age UK and the potential to achieve the savings via negotiation rather than tender. This would ensure continuity of employer and service for the staff and people who use the service and achieve full delivery of the saving in 2019/20 and beyond.</p>


1d	Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how?				
	No impact. The service will be re-tendered/re-negotiated on the basis of the number of places that are required. It is therefore anticipated that the £50,000 per annum efficiency saving will be achieved through reducing the cost envelope in accordance with demand.				
1e	Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?				
		None	Positive	Negative	Not sure
	Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Men or women (includes impacts due to pregnancy / maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People of particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in a Marriage or Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths or beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?				
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

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

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

1h	How have you come to this decision?	
	<p>As outlined in 1D, there will be No impact. The service will be re-tendered/re-negotiated on the basis of the number of places that are required. It is therefore anticipated that the £50,000 per annum efficiency saving will be achieved through reducing the cost envelope in accordance with demand.</p> <p>When outlining the proposal in the BR1 form it was identified that there was a potential negative impact on <i>people in particular age groups</i>. However, during the Stage 1 EIA process this impact had been mitigated, so it was not necessary to complete a full EIA.</p>	

Stage 5: Signature

Role	Name	Date
Lead Officer	Mark Warren	14/12/2018
Approver Signatures	Mark Warren	
		

EIA Review Date:	December 2019
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Draft

Responsible Officer :	Mark Warren
Cabinet Member :	Cllr Z Chauhan
Support Officer :	Helen Ramsden

BR1 - Section A

Service Area :	Commissioning
Budget Reduction Title :	Community Transport

Budget Reduction Proposal - Detail and Objectives :

Cessation of grant funded contribution to Community Transport Oldham for 2019/20 in the sum of £0.045m.

From 2016/17, Adult Social Care took over responsibility for the payment of a grant to Community Transport Oldham (CTO) of £0.045m per annum. This grant contributes to such activities as the provision of mobility scooters to hire in the town centre and the hire of wheelchair accessible minibuses. No specific service is commissioned by the Council from CTO.

It is clear from monitoring information submitted, that usage of the various services CTO offer is reducing.

In addition, we have been made aware that CTO has been using a number of Council facilities for a number of years (an office in the market hall, garages at Moorhey Street) without charge, and were using the Council service for MOT and servicing of their vehicles, but that there have been issues with non-payment. It is estimated that the value of these facilities to CTO is around £0.100m. It is our understanding that this "free" support to CTO has been withdrawn. This is likely to make the business unsustainable with or without a £0.045m grant.

CTO are aware that we are reviewing the grant this year and that the council hasn't committed beyond 2018/19.

2018/19 Service Budget and Establishment

	£000
Employees	0
Other Operational Expenses	2,687
Income	(371)
Total	2,316

Current Forecast (under) / overspend

	(17)
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Number of posts (Full time equivalent)

	0.00
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(45)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

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

	Ongoing
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Section B

What impact does the proposal have on the following? :

Property
None
Service Delivery
None. It will be for CTO to determine whether they can continue to operate without Council support. Part of the communication plan with CTO will be to signpost them to wider support, such as Action Together.
Future expected outcomes
None.
Organisation
None.
Workforce
None.
Communities and Service Users
This will be largely dependent on CTO's response to the grant cessation and their ability to attract alternative sources of funding.
Oldham Cares
None.
Other Partner Organisations
None.

Who are the key stakeholders?

Staff	No
Elected Members	No
Residents	No
Local business community	No
Schools	No
Trade Unions	No
External Partners (if yes please specify below)	No
N/A	
Other Council Departments (if yes please specify below)	No
N/A	
Other (if yes please specify below)	Yes
Community Transport Oldham	

Benefits to the organisation/staff/customers including performance improvements

Contribution to the achievement of the 2019/20 budget reduction target.

Section C

Key Risks and Mitigations:

Risk	Mitigation
CTO are unable to continue to operate without continued Council support.	Discussions to take place as part of the grant cessation, to advise and signpost.
N/A	N/A
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Proposal communicated to CTO	5 November 2018
Meeting with Chief Executive of CTO	15 November 2018
Service visit	26 November 2018
N/A	N/A

Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	07-Nov-2018	25-Jan-2019
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

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

Finance Comments
The saving will be achieved by the cessation of the Councils contribution to a grant provided to CTO. There are no perceived difficulties in delivering this budget reduction.

Signed RO	18-Oct-2018
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Signed Finance	18-Oct-2018
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Cabinet Member Signature		
Name and Date	Cllr Z Chauhan	14-Jan-2019

	Reference:	HAS-BR1-238
Responsible Officer	Mark Warren	
Cabinet Member:	Cllr Z Chauhan	
Support Officer	Neil Clough	

Equality Impact Assessment Tool

Service Area:	Health & Wellbeing
Budget Reduction Title:	Ceasing of Grant Funding of £45,000 per annum payable to Community Transport Oldham

Stage 1: Initial Assessment

1a	Which service does this project, policy or proposal relate to?
	Community Transport Services.
1b	What is the project, policy or proposal?
	Community Transport Oldham currently receive a £45,000 per year grant which contributes to activities such as door to door bus services for individuals with health conditions "Dial-a-Ride", the provision of Motability scooters for hire in the town centre and the hire of wheelchair accessible minibuses. It is proposed that we cease this grant.
1c	What are the main aims of the project, policy or proposal?
	<p>Main aims of the Community Transport Oldham project:</p> <p>Community Transport Oldham (CTO) is a service which provides a range of transportation services for anyone who experiences difficulties using public transport as a result of limited mobility. The service is available to the residents of Oldham and provides a door to door service. The service helps individuals maintain their independence and quality of life whilst living at home. People are able to access the service irrespective of whether they are known to Adult Social Care. The service is operated from Tommyfield Market which is undergoing a refurbishment programme.</p> <p>The Services offered include:</p> <ul style="list-style-type: none"> • Dial a Ride The service provides door to door accessible transport usually within the borough. People are typically taken to day services and to health appointments. All the minibuses are wheelchair accessible. • Group Travel Minibuses are available for use by 'not for profit' organisations in Oldham. Residents can hire a driver or drive the minibus themselves. (Training is provided). <p>CTO operate a fleet of 5 mini-buses which are used for the Dial a Ride and Group Travel services. These vehicles vary in age from 10 to 13 years old and are described as 'high mileage'. CTO have pointed out that these older vehicles are not compliant with the latest European commission regulations governing the amount of harmful gases vehicles emit. CTO have advised that older vehicles are used in the Oldham service because as the service is subsidised by them, they cannot afford to offset depreciation costs of newer vehicles. In future across the organisation they are looking to lease vehicles rather than outright purchase.</p>



The image above identifies a typical mini-bus on the fleet used by the Dial a Ride and Group Travel service. This vehicle was registered in 2006.



- Promobility (Shopmobility)

This service provides a range of manual and electric powered wheelchairs and mobility scooters for hire to access all the facilities in Oldham town centre. The service currently operates a fleet of 16 electric scooters. These range in size and specification. Some of these scooters can be adjusted so they can be operated by controls exclusively on one side of the vehicle, therefore being suitable for individuals with limited mobility down a particular side of the body. Some of these scooters accommodate people of up to 30 stone in weight.

Small foldable scooters and wheelchairs are also available which can be transported in cars & coaches to enable people to use them when taking breaks. Other walking aids such as walking frames can also be provided if required.



The image above identifies some of the scooters used by the Promobility service. The vehicle in the foreground can accommodate people upto 30 stones in weight.

- Training
Training is offered to Residents if they would like to hire and drive the minibuses themselves rather than use a CTO driver.
- Volunteering
CTO provide regular volunteering opportunities for Oldham residents.

Public facing information regarding the current CTO service is available here:
http://www.transportforcommunities.co.uk/gmcotm/CT_files/CT_oldham.htm

The service has been in operation since 2009. The service was originally grant funded via the Neighbourhoods Directorate through a PPF grant and CTO were awarded £50k per annum. This grant expired in March 2016. Responsibility for the commissioning of this service was then transferred over to the Adult Social Care Commissioning Team, but without funds as these were subject to budget reduction within the Neighbourhoods Directorate. Negotiations were undertaken and it was agreed that the service would continue to be funded at a slightly reduced cost of £45k per annum. The money for the CTO service is now paid through the general fund.

Main aims of the proposal:

The proposal to cease the grant funding of £45,000 per annum to Community Transport Oldham has been put forward in response to the financial challenges faced by the Council and the need to prioritise expenditure.

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

CTO have indicated verbally that they would expect to cease to deliver the service in Oldham if the grant funding was to stop. The organisation have explained that they expect to be served notice imminently on their existing premises adjacent to the Tommyfield market car park and will need to find suitable alternative premises. Additionally, a relationship that they had with the council in respect of vehicle maintenance has come to an end recently and a consequence of this has been that they now have to pay for vehicle storage.

If the Council were to cease the grant it is anticipated that there would be a detrimental effect of the following people:

Employees:

2 full time employees may have to be made redundant. One of these employees runs the service on a day to day basis and the other is a full time driver. There are additionally 3 semi-retired drivers who are available as and when required who are paid if called upon to provide driving support.

People who use the current service:

People are required to register with the service if they wish to access any of the services CTO provide. These users are required to pay an annual fee of £10 - £15. (Variable depending on the services people wish to access).

Current data indicates that there are 34 individuals registered to use the Dial a ride service.

76 individuals are registered to use the Promobility service.

253 groups are registered to use the Group Travel service, 56 of these are reported to use the service at least monthly.

The extent to which these people/groups use the services is not clear, this information has been requested but not provided.(This point is discussed in more detail in stage 2 of this EIA).

CTO have provided case study documentation which identifies individuals who rely on their service in the following ways:

One person of with bariatric obesity relies on the service to enable them to access shops in the town centre. CTO have reported that some of the people who use the dial a ride service would struggle to use conventional taxi services, reporting that there have been examples of conventional taxi services refusing to cater for some dial a ride clients, citing reasons such as personal hygiene.

A case study has identified that one individual has developed a strong and trusted relationship with the driver who takes them to the link centre. This person uses a very complex wheelchair with full head restraint which cannot be transported easily, a factor which is described as limiting this person's access to public transport or taxi services. The driver being described as a safe driver, courteous, polite and as a 'Friend'

CTO have advised that they act as a support function for a number of people, for example helping them to apply for blue badges, making referrals into other services if they identify examples of self-neglect, and to detecting levels of early onset dementia.

1e Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups?

	None	Positive	Negative	Not sure
Disabled people	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (includes impacts due to pregnancy / maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People of particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in a Marriage or Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

	People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Groups with particular faiths or beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?					
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

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

1h	How have you come to this decision?
	<p>34 individuals are registered to use the Dial a ride service. 76 individuals are registered to use the Promobility service. The extent to which these people use the service is not clear, this information has been requested but not provided.</p> <p>Individuals who use the Dial a Ride and Pro-Mobility services clearly value the service and would be affected. Semi-retired staff would be affected if they were to be made redundant.</p>

Stage 2: What do you know?

What do you know already?			
<p>34 individuals are registered to use the Dial a ride service. In quarter 2 of 2018/19 414 journeys were made.</p> <p>76 individuals are registered to use the Promobility service. In quarter 2 of 2018/19 257 daily wheelchair and scooter hires took place.</p> <p>253 groups are registered to use the Group Travel service, 56 of these are reported to use the service at least monthly. In quarter 2 of 2018/19 817 individual passengers were taken on journeys (which they made alongside other passengers who were also accessing the group travel service). The extent to which these people/groups use the services is not clear, this information has been requested but not provided.</p> <p>People are able to access the service irrespective of whether they are known to Adult Social Care.</p> <p>People pay the following charges shown below to access the services. These charges to customers have not been increased for at least 2.5 years.</p>			
<u>Cost Information Breakdown</u>			
Service	Distance / Time	Costs	Notes
Dial a Ride	Upto 1 Mile	£3.50	

(Registered User)			
	1-4 Miles	£5.50	
	4 Miles	£7.50	
Dial a Ride (Family member or carer)		£1.00	
ProMobility Scooter / Wheelchair		£3.00 a Day	Operates from 10:00AM to 16:00PM Monday, Wed - Friday
Group Travel (Self Drive)	Half Day(4 Hours)	£50.00	Return the vehicle fully fuelled
	Full Day	£100	- As Above -
	Weekends (5:00PM Friday to 08:00am Monday)	£200	- As Above -
	Full Week	£500	- As Above-
Group Travel (Driver costs)	1 Hour	£12.00/ hour	Restricted to Group Travel and hourly and per mile charges applies to all journeys
	1 Mile	£1.00	

CTO have advised that the total budgeted project costs for 2018/2019 are £129,102. Total income is budgeted at £119,013, which is generated from the £45000 grant, plus income from hire charges and fares. CTO have advised they subsidise the shortfall of £10,089 per annum.

The cost of the grant does not reflect the true value of the provision due to additional cost free services which are currently being provided such as rent free town centre accommodation, cost of utilities, vehicle parking, service charges and rates, cost of water usage, and property insurance. Additionally, 4 parking bays restricted for the use of CTO customers which results in incurring loss of income to the Oldham council from the parking.

People and Place indicated to CTO in April that Community Transport needed to vacate the Market garage at the end of December 2018. This was to allow construction of a car park to begin on the site in January. Plans for the car park have been delayed and subsequently this deadline has been extended to the end of January 2019. People and Place have offered CTO alternative space free of charge in the shopping centre. CTO are understood not to have responded formally to this offer, however this is understood to not be regarded as suitable for the service due to concerns regarding the accessibility for scooters.

What don't you know?

If those in receipt of services were to be assessed by ACS it is not known whether any or all of them would be eligible to receive services and any needs they do have may be able to be met in a different way.

The extent to which The registered users actually use the services is not clear, this information has been requested but not provided.

CTO have provided data with regards to the number of individuals registered to use each of the

services. CTO have also provided data regarding the number of dial a ride journeys, scooter hires, and group travel journeys in quarterly monitoring information. However, CTO have been unable to provide requested data with regards to the number of unique individuals who use the services. For example we do not know the extent to which each of those 34 registered individuals use the Dial a ride service in a given quarter. It would have been useful to have been able to determine how often each of the 34 individuals had used the service during quarter 2 of 2018-19. Had we been able to determine that X of the 34 people used the service only once, X of the 34 people used the service more than 10 times in the quarter this information would have assisted with this analysis.

Further Data Collection

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

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

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

3a	Who have you consulted with?
	CTO including regular contract monitoring. A meeting was held at Ellen House with a CTO Director on 15 November 2018. A visit to the service was undertaken on 3 December 2018. CTO have been asked to consider if the service could charge individuals more to partially offset funding reductions. The potential impact of this is unknown as CTO have been unable to provide a breakdown of the extent of the subsidy.
3b	How did you consult? (include meeting dates, activity undertaken & groups consulted)
	Analysis of contract monitoring data and service data provided by CTO. Contract monitoring meeting with Chief Executive of CTO on 15 November 2018. A visit to the service on 3 December 2018 and a total of 70 questionnaires were left with the service to hand out to users for completion. On 19 December the service returned a total of 13 completed questionnaires. These users provided feedback with regards to a series of questions about the existing service.
3c	What do you know?

34 individuals are registered to use the Dial a ride service.
76 individuals are registered to use the Promobility service.
253 groups are registered to use the Group Travel service, 56 of these are reported to use the service at least monthly.

There are alternatives outlined at stage 4 which could reduce and mitigate the impact of the proposal.

A total of 13 people completed questionnaires.

100% of respondents regarded the services as Affordable.
77% of survey respondents advised that they would be willing to pay more to receive the same level of service from CTO or any other provider.

77% used the free comments section to state that they valued the service, some people describing the service as 'a lifeline'.

An overview of the results of the key findings consultation is shown below:

15% of respondents were in the 18 to 40 years age bracket.
31% of respondents were in the 40 to 60 years age bracket.
54% of respondents were in the 60 years and above age bracket.

84% of respondents regarded themselves as having a physical or other disability which required access to regular transport.

92% of respondents used the Promobility Service. (23% of these saying they used all services).
8% (1 person) did not state which service was used.
No respondent said they only used the Dial a ride service.
No respondent said they only used the group travel service.

23% of respondents used services once a week.
30% of respondents used services more than once a week.
38% of respondents used services frequently/regularly.
8% (1 person) of respondents was not sure how often they used services.

77% of respondents described the main purpose of the service was to do shopping.

100% of respondents reported that they used alternative modes of transport in their normal day to day life.

77% of respondents used private taxis.

38% of respondents owned their own electric scooter or wheel chair and did not hire these items from CTO.

3d

What don't you know?

The extent to which these people/groups use the services is not clear, this information has been requested but not provided. CTO have provided data with regards to the number of individuals registered to use each of the services. CTO have also provided data regarding the number of dial a ride journeys, scooter hires, and group travel journeys in quarterly monitoring information. However, CTO have been unable to provide requested data with regards to the number of unique individuals who use the services. For example we do not know the extent to which each of those 34 registered individuals use the Dial a ride service in a given quarter. It would have been useful to have been able to determine how often each of the 34 individuals had used the service during quarter 2 of 2018-19. Had we been able to determine that X of the 34 people used the service only once, X of the 34 people used the service more than 10 times in the quarter this information would have assisted with this analysis.

3e	What might the potential impact on individuals or groups be?	
	Generic (impact across all groups)	N/A
	Disabled people	Disabled people may be affected (See proposed mitigation below).
	Particular ethnic groups	N/A
	Men or women (<i>include impacts due to pregnancy / maternity</i>)	N/A
	People of particular sexual orientation/s	N/A
	People in a Marriage or Civic Partnership	N/A
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	N/A
	People on low incomes	People on low incomes may be affected. (See proposed mitigation below).
	People in particular age groups	N/A
	Groups with particular faiths and beliefs	N/A
	Other excluded individuals (<i>e.g. vulnerable residents, individuals at risk of loneliness, carers or service and ex-serving members of the armed forces</i>)	N/A

Stage 4: Reducing / Mitigating the Impact

4a	What can be done to reduce or mitigate the impact of the areas you have identified?	
	Impact 1	Proposal
	Disabled People	<p>Recommend ACS assessments for the list of individuals who have been identified who use the service who have disabilities to see if any changes need to be made to their package of care in the event the CTO service was not to be available to them.</p> <p>To better understand their financial position in respect of purchasing a variety of services to assist them, this may consist of purchasing hours of support from a personal assistant, or accessing local services in a different way.</p> <p><u>Dial a Ride – Alternative options:</u></p> <p>1) Re-designing the existing offer</p> <p>CTO could give some consideration to reducing the operating costs of the fleet of mini-buses by exploring options such as reducing the size of the fleet. A consequence of this option may be that people who use the service may be offered more restricted availability. CTO would need to consult with those who use the service to discuss this option. This could potentially coincide with a move to a smaller leased fleet. It may be practical for CTO to jointly lease vehicles between sites.</p> <p>2) Ring and Ride option</p>

There is an alternative service provider 'Ring and Ride' who provide similar transportation services to People who require this service. The Ring and Ride service is available to people who find it difficult to use public transport. Information on this option is available below:

<https://www.oldham.gov.uk/info/200786/transport/561/dial-a-ride-and-ring-and-ride>

3) Subsidised Travel Voucher scheme

People who struggle to use public transport may be able to convert free bus passes to the subsidised Travel voucher scheme where individuals are unable to access the buses if they live away from bus stops or bus routes. There are conditions attached to this scheme. Information on this option is available below:

<https://www.tfgm.com/public-transport/travel-vouchers>

4) Alternative sources of Transport.

There are currently 35 licensed taxi operators in Oldham. Research has identified that there are specialist taxi services available in the borough, these include, but are not limited to: Oldham wheelchair travel, Borough Taxi's Oldham.

Information on these options is available below:

<https://oldhamwheelchairtravel.com/>

<http://www.boroughtaxisoldham.com/>

There are a number of traditional bus services that operate in Oldham which may meet the needs of some people who use the dial a ride service. For example MCT community transport operate a diverse range of circular routes that cover a number of localities in Oldham. This provider also provides a 'hail and ride' service which means that passengers can get on and off the bus wherever it is safe.

<http://www.manct.org/our-route/>

Group Travel – Alternative options:

1) Re-designing the existing offer

CTO could give some consideration to reducing the operating costs of the fleet of mini-buses by exploring options such as reducing the size of the fleet. Vehicles could be hired from appropriate companies when required thus reducing costly down time when the current fleet of owned vehicles are unused.

2) Alternative sources of Transport.

Private mini-bus hire options that exist in the local market to cater for people requiring a group travel requirement. It should be noted that the credentials of the drivers would

need to be understood when assessing alternatives. Carlton Minibuses, based in Royton stipulates on their web site that all staff are “fully checked by the Disclosure and barring service and are highly trained professionals” Information on this option is available below:
<http://www.carltonminibuses.co.uk/>

MCT community transport operate a diverse range of circular routes that cover a number of localities in Oldham. This provider also provides a ‘hail and ride’ service which means that passengers can get on and off the bus wherever it is safe.

MCT have stipulated that they provide Mini-Bus Driver Awareness Scheme (MIDAS) training Information on this option is available below:
<http://www.manct.org/our-route/>

Premier Mini Bus hire are based in Oldham. They stipulate on their web site that staff are DBS checked and that all vehicles are wheel chair accessible. Information on this option is available below:
<http://www.premierminibushire.co.uk/>

Mini-Bus hire Oldham are a local organisation who stipulate on their web-site that drivers are fully trained and offer a range of different types of mini-buses from 8 – 18 seats. Information on this option is available below:
<http://www.minibushireoldham.com/about-us.html>

Pro-mobility – Alternative options:

1) Re-designing the existing offer

When the service was visited on 3rd December 2018, 13 of the 14 electric scooters on the fleet were not being used. CTO did point out that the inclement weather at the time may have discouraged some users. As such a large proportion of the fleet was unused at the time of this visit, CTO may wish to consider the validity of reducing the size of the scooter fleet by conducting analysis of scooter ‘down time’.

A consequence of this option may be that people who use the service may be offered more restricted availability. CTO would need to consult with those who use the service to discuss this option as it appears that some users like to specify particular scooters. It may be feasible to offer a reduced fleet size, covering the current mix of specifications which customers would need to book in advance.

2) Re-locating the scooter hire service

As CTO have been requested to vacate current premises imminently, with a 3 metre stall space having been offered in the market for a rent cost £4999 per annum. This space is more visible to users of the market and therefore likely to increase visibility of the service. CTO initially expressed concerns that they would require 2 stall spaces, therefore increasing the cost to £9,998 per

		<p>annum. If the fleet size was to be reduced, the space requirement would also reduce. The surplus scooters may be able to be sold to contribute to rent costs in the initial year.</p> <p>The scooters are for use in the town centre. A small number of disabled parking spaces are available for wheelchair users who can access the town centre by vehicle.</p> <p>It is suggested that wheelchair users may be in a position to use other transport options to access the town centre.</p>
	Impact 2	Proposal
	People on low income	To better understand their financial position in respect of them being in a position to purchase a variety of services to assist them, this may consist of purchasing hours of support from a personal assistant, or accessing local services in a different way.
	Impact 3	Proposal

4b	<p>Have you done, or will you do anything differently, as a result of the EIA?</p> <p>It has been identified through discussions that CTO may be able to diversify their offer in Oldham to better align with commissioning intentions. CTO have advised that they have a track record providing patient transfer services in other areas. This may be an area CTO could provide in Oldham that was aligned with current health and care commissioning intentions. Oldham cares will consider future commissioning intentions.</p> <p>The council has encouraged CTO to better understand the extent to which they are subsidising the services that they provide. The conclusion of this work would enable them to consider the extent of any charging contributions required by people who use the service.</p>
4c	<p>How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?</p> <p>Through dialogue with CTO about a revised business model and through assessing how many service users who access the service are eligible to receive care services.</p>


Conclusion

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

The proposal to cease the grant is still recommended and the impact on people who use the service should be assessed. If these people have an assessed care need assessments should be made to determine if adjustments to care packages need to be made.

If users of services do not have a care need it is recommended that alternative departments are notified of the change in case they wish to take over the funding or a proportion of the grant costs.

Stage 5: Signature

Role	Name	Date
Lead Officer	Mark Warren	14/12/2018
Approver Signatures	Mark Warren	
		

EIA Review Date:	December 2019
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Draft

Responsible Officer :	Glenn Dale
Cabinet Member :	Cllr A Shah
Support Officer :	Carol Brown

BR1 - Section A

Service Area :	Environmental Management
Budget Reduction Title :	Reduction in budget supporting North West in bloom

Budget Reduction Proposal - Detail and Objectives :
<p>The North West in Bloom (NWIB) submission forms part of a wider strategy to regenerate key routes through the Borough and engage with local communities to improve the environment. The work involved is focused on working with local communities both residential and businesses and receives considerable support from the public in general as well as the individuals and communities that come together to support the work. There is considerable benefit in working with schools to increase pupils understanding on litter and wider environmental issues including growing food, the importance of healthy eating and taking a pride in the place where they live. Equally working with older people on shared projects to enable them to come together combating loneliness is important. It is the work with local communities, both residents and businesses, which drives the real benefit and legacy plantings which are derived from the competition. This work enhances the perception of the town centre and key routes in particular, is popular with all visitors and supported by local businesses as it provides an attraction to the town centre and improves the local offer. In addition the work makes a number of key routes memorable as the legacy beds are taken to different points across the borough. The budget also supports the in depth cleaning which forms part of annual overall programme of works.</p> <p>The proposal is to continue with limited floral displays in the town centre however the budget reduction proposed will not enable the wider benefit to our districts removing both the lasting impact of community work and uplift to key routes across the local districts and so removing the opportunity to enter the annual competition. The success of NWIB over the years has been heavily reliant on the contribution of partners for example FCHO actively engage with their residents and local communities to improve an area, an activity which is also supported by their funding of the local gardens competition. Contributions are also in place from local businesses in Spindles/Town Square there is therefore no immediate opportunity evident to mitigate further any reduction in budget.</p>

2018/19 Service Budget and Establishment	£000
Employees	5,935
Other Operational Expenses	5,372
Income	(3,119)
Total	8,188

Current Forecast (under) / overspend	(159)
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Number of posts (Full time equivalent)	213.00
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(50)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

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

What impact does the proposal have on the following? :

Property
None
Service Delivery
No entry into NW in Bloom delivered.
Future expected outcomes
No engagement with community groups.
Organisation
Reputational impact
Workforce
Staff will be relocated within the service.
Communities and Service Users
Community groups and other organisations that participate in Bloom & Grow each year will be left without the required support to actively become engaged. The town centre and bloom routes will be less attractive which in turn will impact on visitors to the town potentially affecting economic prosperity.
Oldham Cares
None.
Other Partner Organisations
There is every likelihood that without the Council's input into NWIB, partners will no longer wish to fund the elements that they currently fund .

Who are the key stakeholders?

Staff	Yes
Elected Members	Yes
Residents	Yes
Local business community	Yes
Schools	Yes
Trade Unions	Yes
External Partners (if yes please specify below)	Yes
A range of businesses that we have Service Level Agreements with.	
Other Council Departments (if yes please specify below)	Yes
Public Health, Education, District teams.	
Other (if yes please specify below)	No
N/A	

Benefits to the organisation/staff/customers including performance improvements

A £0.050m contribution to the achievement of the 2019/20 budget reduction target.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Reputational loss.	Alternative ways of maintaining visual displays within the borough will be explored.
N/A	N/A
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Proposal to be considered for approval.	27 February 2019.
Oldham to be withdrawn from NW in bloom.	Spring 2019.
N/A	N/A
N/A	N/A

Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	07-Nov-2018	25-Jan-2019
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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


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

Finance Comments
The proposed reduction in Bloom and Grow expenditure will achieve the proposed saving.

Signed RO	15-Oct-2018
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Signed Finance	28-Aug-2018
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Cabinet Member Signature		
Name and Date	Cllr A Shah	14-Jan-2019

Responsible Officer : Glenn Dale

Cabinet Member : Cllr A Shah

Support Officer : Carol Brown

BR1 - Section A

Service Area :	Environmental Management
Budget Reduction Title :	Charge for full length kerbs in designated areas

Budget Reduction Proposal - Detail and Objectives :

Allow for full length kerbs on graves allocated to one person only within designated areas of the 7 cemeteries. This option although currently unavailable in Oldham is widely available across the country. It is anticipated up to 50 new graves per year could be purchased with the full length kerbs.

2018/19 Service Budget and Establishment

£000

Employees	5,935
Other Operational Expenses	5,372
Income	(3,119)
Total	8,188

Current Forecast (under) / overspend

(159)

Number of posts (Full time equivalent)

213.00

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

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

Ongoing

Section B

What impact does the proposal have on the following? :

Property
None.
Service Delivery
None.
Future expected outcomes
None.
Organisation
Income would be generated.
Workforce
None.
Communities and Service Users
There would be an additional choice if families wish to take up this option.
Oldham Cares
None.
Other Partner Organisations
None.

Who are the key stakeholders?

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

Benefits to the organisation/staff/customers including performance improvements

There is considerable pressure placed upon the Council to remove extended kerbs that have been installed without approval. This pressure would be released which will enable the cemetery to be managed more efficiently.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Maintenance could be more difficult.	A review of the machinery used to maintain the cemeteries will be taken to take into account with regard to the additional obstacles.
N/A	N/A
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Inclusion within fees and charges report.	Early 2019.
Proposal considered for approval.	27 February 2019.
N/A	N/A
N/A	N/A

Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	07-Nov-2018	25-Jan-2019
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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


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

Finance Comments
The achievement of this proposal will be dependent on the demand for full length kerbs purchased. It is currently estimated that the demand will be sufficient to meet the proposal.

Signed RO	13-Sep-2018
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Signed Finance	28-Aug-2018
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Cabinet Member Signature		
Name and Date	Cllr A Shah	14-Jan-2019



BR1 - Section A

Reference : PPL-BR1-213

Responsible Officer : Glenn Dale

Cabinet Member : Cllr A Shah

Support Officer : Carol Brown

Service Area : Environmental Management

Budget Reduction Title : Reduction in Administrative Support

Budget Reduction Proposal - Detail and Objectives :

The former Parks and cemeteries services administrative staff have been brought together to work from Hollinwood Cemetery. Following a period of cross departmental working we are now in a position where the current staff members are able to fulfil and cover all of the roles that are now required. Under the grounds of efficiency the service is able to operate with 3 administrative posts rather than the current 4. This will have minimal effect on service delivery.

2018/19 Service Budget and Establishment

£000

Employees	5,935
Other Operational Expenses	5,372
Income	(3,119)
Total	8,188

Current Forecast (under) / overspend

(159)

Number of posts (Full time equivalent)

213.00

	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(18)	0	0
Proposed Staffing Reductions (FTE)	(1.00)	0.00	0.00

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

Ongoing

Section B

What impact does the proposal have on the following? :

Property
None.
Service Delivery
There will be minimal effect.
Future expected outcomes
Work allocated may take a little longer to complete during the busier times or when staff are on leave or sick.
Organisation
Minimal impact.
Workforce
Loss of 1 FTE.
Communities and Service Users
None.
Oldham Cares
None.
Other Partner Organisations
None.

Who are the key stakeholders?

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

Benefits to the organisation/staff/customers including performance improvements

A saving will be made in the revenue budget which will be ongoing.

Section C

Key Risks and Mitigations:

Risk	Mitigation
The workload in the team increases making it more difficult to meet expected timescales.	The Registrar and if needs be the Cemetery Manager will step in to assist whist there is increased pressure on the team.
N/A	N/A
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Staff consultation.	14 November 2018 to 14 February 2019.
Post removed from establishment.	April 2019.
N/A	N/A
N/A	N/A

Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	14-Nov-2018	14-Feb-2019
Trade Union	14-Nov-2018	14-Feb-2019
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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


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

Finance Comments
Efficiencies generated from the co-location of administrative staff will enable this proposal to be achieved.

Signed RO	13-Sep-2018
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Signed Finance	28-Aug-2018
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Cabinet Member Signature		
Name and Date	Cllr A Shah	14-Jan-2019

BR1 - Section A

Service Area :	Environmental Management
Budget Reduction Title :	Reduction in maintenance costs following purchase over hire

Budget Reduction Proposal - Detail and Objectives :

The decision to purchase both fleet and equipment in preference to hire arrangements has delivered savings greater than the initial estimate and therefore this saving can be offered from the operational materials/supplies budget.

2018/19 Service Budget and Establishment

	£000
Employees	5,935
Other Operational Expenses	5,372
Income	(3,119)
Total	8,188

Current Forecast (under) / overspend

	(159)
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Number of posts (Full time equivalent)

	213.00
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(25)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

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

	Ongoing
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Section B

What impact does the proposal have on the following? :

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

Who are the key stakeholders?

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

Benefits to the organisation/staff/customers including performance improvements

Reduced costs through efficiency management.

Section C

Key Risks and Mitigations:

Risk	Mitigation
N/A	N/A
N/A	N/A
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Formal approval of proposal.	27 February 2019.
N/A	N/A
N/A	N/A
N/A	N/A

Section D

Consultation Required?	No
------------------------	----

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

Equality Impact Screening

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

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


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

Finance Comments
The reduction in costs due to the purchase of equipment rather than hire will enable this proposal to be achieved.

Signed RO	13-Sep-2018
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Signed Finance	28-Aug-2018
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Cabinet Member Signature		
Name and Date	Cllr A Shah	14-Jan-2019

Responsible Officer :	Craig Dale
Cabinet Member :	Cllr A Shah
Support Officer :	Carol Brown

BR1 - Section A

Service Area :	Fleet Management
Budget Reduction Title :	Fleet Savings

Budget Reduction Proposal - Detail and Objectives :

The vehicle purchase programme has released savings over the last 5 years and replacements are now programmed. It is proposed that 4 refuse vehicles will be retained to accommodate the seasonal variance in the collection of green waste. This will reduce reliance on intermittent hire vehicles offering a saving.

2018/19 Service Budget and Establishment

	£000
Employees	475
Other Operational Expenses	3,283
Income	(3,881)
Total	(123)

Current Forecast (under) / overspend

0

Number of posts (Full time equivalent)

13.00

	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(90)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

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

Ongoing

Section B

What impact does the proposal have on the following? :

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

Who are the key stakeholders?

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

Benefits to the organisation/staff/customers including performance improvements

Hired vehicles of the type and specification required are difficult to find (sometimes at very short notice) and hired vehicles are more expensive than purchased vehicles. This will provide a cost saving as well as a standardised fleet for the service.

Section C

Key Risks and Mitigations:

Risk	Mitigation
New vehicles not being procured in time.	Continue with short term hire to maintain service.
N/A	N/A
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Purchase of vehicles approved at Capital Investment Programme Board.	Autumn 2018.
Formal approval of proposal.	27 February 2019.
Vehicles delivered.	June 2019.
N/A	N/A

Section D

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

Equality Impact Screening

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

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


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

Finance Comments
The Council owns a fleet of 21 Refuse Collection vehicles and supplements this by hiring a further 4 to 6 collection vehicles to meet peak demand (such as for gardening waste). 16 of the current fleet are now almost 7 years old and due for replacement in 2019 and 2020. The proposal is to retain 4 of the better vehicles and use these in place of hiring externally. After necessary maintenance and license fee costs, this would generate an ongoing saving of £0.090m p.a.

Signed RO	13-Sep-2018
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Signed Finance	28-Aug-2018
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Cabinet Member Signature		
Name and Date	Cllr A Shah	14-Jan-2019

Responsible Officer :	Craig Dale
Cabinet Member :	Cllr A Shah
Support Officer :	Carol Brown

BR1 - Section A

Service Area :	Highways Operations - Unity
Budget Reduction Title :	Highways IT and mobile working savings

Budget Reduction Proposal - Detail and Objectives :

The introduction of the new highways system has reduced the paper based systems and will be further improved by the introduction of handheld devices which will reduce the potential for error in the placement of repair works to the highway. This proposal is a reduction in the highways revenue budget to reflect the improved efficiency in the reporting system.

2018/19 Service Budget and Establishment

	£000
Employees	188
Other Operational Expenses	10,439
Income	(538)
Total	10,089

Current Forecast (under) / overspend

	2
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Number of posts (Full time equivalent)

	4.00
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(20)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

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

	Ongoing
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Section B

What impact does the proposal have on the following? :

Property
NIL
Service Delivery
NIL
Future expected outcomes
NIL
Organisation
NIL
Workforce
NIL
Communities and Service Users
Improved accuracy of response as GIS enabled reporting now in use.
Oldham Cares
NIL
Other Partner Organisations
NIL

Who are the key stakeholders?

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

Benefits to the organisation/staff/customers including performance improvements

As Unity Highways are already using the handheld devices, the work orders and defect information from them is currently only being provided in paper form to the maintenance teams. Once handhelds have been rolled out to the operatives, a more accurate end to end process will be in place with a reduced need for repeat visits due to poor location mapping.

Section C

Key Risks and Mitigations:

Risk	Mitigation
I.T. do not supply the handhelds.	Continue, in the short term, with paper based front end system.
N/A	N/A
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Formal approval of proposal.	27 February 2019.
All handhelds in place and being fully utilised by both Operations and Unity Inspectors - thus realising a full year saving.	April 2019.
N/A	N/A
N/A	N/A

Section D

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

Equality Impact Screening

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

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


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

Finance Comments
The Highways system has now been in operation for over 12 months and is delivering savings to the revenue budget. This savings proposal is achievable.

Signed RO	13-Sep-2018
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Signed Finance	28-Aug-2018
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Cabinet Member Signature		
Name and Date	Cllr A Shah	14-Jan-2019



Responsible Officer :	Neil Crabtree
Cabinet Member :	Cllr A Shah
Support Officer :	Carol Brown

BR1 - Section A

Service Area :	Public Protection
Budget Reduction Title :	Increase in Pest Control Income/Fees

Budget Reduction Proposal - Detail and Objectives :

Given the current take up of the pest control service, it is envisaged that the income target can be increased further by an estimated £0.010m.

2018/19 Service Budget and Establishment

	£000
Employees	3,657
Other Operational Expenses	1,738
Income	(3,983)
Total	1,412

Current Forecast (under) / overspend

(91)

Number of posts (Full time equivalent)

154.00

	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(10)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

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

Ongoing

Section B

What impact does the proposal have on the following? :

Property
No impact.
Service Delivery
No impact.
Future expected outcomes
No impact.
Organisation
No impact.
Workforce
Additional contracts to be sourced with potential to increase activity for each member of staff, which will be closely monitored to ensure workloads remain at an acceptable level.
Communities and Service Users
No impact.
Oldham Cares
No impact.
Other Partner Organisations
No impact.

Who are the key stakeholders?

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

Benefits to the organisation/staff/customers including performance improvements

Increase in income generating a £0.010m contribution to the achievement of the 2019/20 budget reduction target.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Unable to gain additional contracts.	Potential clients will be actively pursued.
N/A	N/A
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Formal approval of proposal.	27 February 2019.
N/A	N/A
N/A	N/A
N/A	N/A

Section D

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

Equality Impact Screening

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

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


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

Finance Comments
There is a budget of £0.179m for pest control fees in the current financial year. A total of £0.214m was collected in 2017/18. Service users include private citizens, internal Council departments and external corporate clients (including First Choice Homes and Schools). There is a degree of competition within this sector with private sector firms also supplying a similar service. As such, demand is likely to be price elastic i.e. as the price rises the demand for the service will decrease. However, an increase in charges of £0.010m is considered achievable.

Signed RO	13-Sep-2018
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Signed Finance	28-Aug-2018
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Cabinet Member Signature		
Name and Date	Cllr A Shah	14-Jan-2019

Responsible Officer :	Peter Wood
Cabinet Member :	Cllr A Shah
Support Officer :	Angela Lees

BR1 - Section A

Service Area :	Soft Facilities Management
Budget Reduction Title :	Additional Bus Lane Enforcement

Budget Reduction Proposal - Detail and Objectives :

The Council proposes implementing further bus lane enforcement to the following areas:

- Market Street in Shaw – Bus only street
- Ashton Road (North bound – Copsterhill Road to King Street)
- St Marys Way (Tommyfield)
- Ashton Road Northbound (Hathershaw School)
- Oldham Road Royton

The indicative costs for the installation of the new CCTV camera system including all licences and software support is estimated at £97,920 with annual costs from year two of £18,372 (no charge to year one). It is estimated that the work associated with providing electrical connections, upgrading the highway and the implementation of lines and signs, is estimated at £0.120m for the five sites identified.

It is anticipated it would take circa 6 months to implement the works and new CCTV system based on the implementation of previous bus lanes. The legal work associated with updating the Traffic Regulation Orders has already been completed.

2018/19 Service Budget and Establishment

	£000
Employees	113
Other Operational Expenses	1,898
Income	(2,088)
Total	(77)

Current Forecast (under) / overspend

	(50)
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Number of posts (Full time equivalent)

	3.50
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(132)	(103)	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

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

	Ongoing
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Section B

What impact does the proposal have on the following? :

Property
None.
Service Delivery
Parking Services will negotiate the additional monitoring requirements with NSL the Council's Parking Enforcement Agency.
Future expected outcomes
None.
Organisation
Parking Services will performance manage the additional bus lanes through the NSL contract.
Workforce
None.
Communities and Service Users
None.
Oldham Cares
None.
Other Partner Organisations
None.

Who are the key stakeholders?

Staff	No
Elected Members	No
Residents	No
Local business community	No
Schools	No
Trade Unions	No
External Partners (if yes please specify below)	No
N/A	
Other Council Departments (if yes please specify below)	No
N/A	
Other (if yes please specify below)	Yes
Transport for Greater Manchester (TfGM)	

Benefits to the organisation/staff/customers including performance improvements

The Council is seen by TfGM to be enforcing bus lanes that were previously constructed but not enforced.

Section C

Key Risks and Mitigations:

Risk	Mitigation
The level of Penalty Notice Charges (PNC's) issued, reduces below expected income levels.	Regular updates on PNC's issued and action plan developed for any adverse reduction in income generated.
Negative publicity.	Clear communication plan developed.
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Proposal considered for approval.	27 February 2019.
Implementation of bus lane enforcement.	Late summer 2019.
N/A	N/A
N/A	N/A

Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	07-Nov-2018	25-Jan-2019
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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


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

Finance Comments
Finance comments are included within the additional information section.

Signed RO	19-Oct-2018
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Signed Finance	15-Oct-2018
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Cabinet Member Signature		
Name and Date	Cllr A Shah	14-Jan-2019

Additional Information (if required)

The proposal is to install 5 new enforcement camera's at the following bus lane routes around the borough.

Market St in Shaw
Ashton Road (north bound) Copsterhill road to king St
St Mary's Way Tommyfield
Ashton Road (north bound) Hathershaw School
Oldham Rd Royton

The proposal requires an initial capital outlay of circa £0.218m to cover the purchase and installation of the cameras and the required groundwork / site preparation. (the 1st years licencing and software costs are included in this figure)

It is anticipated that the 5 new cameras will generate circa £0.280m per annum in additional income based on estimated contravention figures of 8320 PNC's paid at the current average payment rate of £33.62. The estimated contravention figures are based on the current bus lane enforcement cameras in operation.

Ongoing management and maintenance costs have been calculated at circa £0.045m per annum resulting in a net income generation of £0.235m.

	£'000
Income	(280)
Expenditure	45
Net Surplus	(235)

Due to a six month leading time the first year option has been calculated at £0.132m increasing to £0.235m in the second full year of operation.

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



BR1 - Section A

Reference : PPL-BR1-207

Responsible Officer : Carol Brown

Cabinet Member : Cllr A Shah

Support Officer : John McAuley

Service Area : Street Lighting

Budget Reduction Title : Revised Performance Standards

Budget Reduction Proposal - Detail and Objectives :

The proposal will bring revised service standards for photometric testing of street lights. Current performance levels in the contract allow for this adjustment with nil-minimal effect.

2018/19 Service Budget and Establishment

£000

Employees	134
Other Operational Expenses	6,490
Income	(2,530)
Total	4,094

Current Forecast (under) / overspend

0

Number of posts (Full time equivalent)

4.00

	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(11)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

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

Ongoing

Section B

What impact does the proposal have on the following? :

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

Who are the key stakeholders?

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

Benefits to the organisation/staff/customers including performance improvements

Reduction in revenue expenditure will support the Council's financial position.

Section C

Key Risks and Mitigations:

Risk	Mitigation
No risks identifiable as the adjustment has a nil effect.	N/A
N/A	N/A
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Formal approval of proposal.	27 February 2019.
N/A	N/A
N/A	N/A
N/A	N/A

Section D

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

Equality Impact Screening

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

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


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

Finance Comments
The value of the PFI is approximately £3.450m p.a. (current level of the Unitary Charge element). The Unitary charge pays for the maintenance of the street lighting to an agreed standard within the borough. This includes testing work performed by the contractor to monitor that satisfactory lighting levels are being maintained for lighting equipment (i.e. brightness of apparatus meets the agreed standard set in the PFI). This saving will be achieved by reducing the number of tests performed to a level that is still considered safe and satisfactory. As a result, this saving is achievable.

Signed RO	13-Sep-2018
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Signed Finance	28-Aug-2018
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Cabinet Member Signature		
Name and Date	Cllr A Shah	14-Jan-2019

Responsible Officer :	Peter Wood
Cabinet Member :	Cllr S Fielding
Support Officer :	Roger Frith

BR1 - Section A

Service Area :	Corporate Landlord (including Facilities Management)
Budget Reduction Title :	Property Savings and Accommodation Review

Budget Reduction Proposal - Detail and Objectives :

The Council has a large and diverse property portfolio and significant progress has been made to rationalise the office estate of the Council and make budget savings. This proposal is to address the remainder of the estate and will deliver cost savings, new income and capital receipts. Addressing the opportunities that exist in the remainder of the portfolio requires a fundamental review of the Council's approach to both its property assets and the management of those assets. This review and approach is captured in the Council's Medium Term Property Strategy.

Firstly, there is an operational estate with annual running costs of circa £14.000m and a maintenance backlog of £40.000m. Further rationalisation of this estate is required in light of changing service delivery arrangements across the Council and with partners, although it will also will require a more radical property strategy.

Secondly there is a non-operational estate that comprises circa 3,250 individual assets producing a net income of £1.000m. These headline figures hide the detail behind the portfolio which includes:

- A large number of low value, low yielding assets that require rationalisation and in which there are opportunities to generate increased income;
- A small number of "pure" investments where the focus should be on maximising income growth and income security and therefore require maintenance and investment to maintain the income stream; and
- Community assets treated as investments, but in reality serve a purpose greater than simply income/capital optimisation, although their cost is not explicitly identified.

2018/19 Service Budget and Establishment

	£000
Employees	492
Other Operational Expenses	23,856
Income	(18,838)
Total	5,510

Current Forecast (under) / overspend

	159
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Number of posts (Full time equivalent)

	15.00
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(500)	(2,000)	(2,000)
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

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

	Ongoing
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Section B

What impact does the proposal have on the following? :

Property
All council property (land & buildings) is affected by this proposal.
Service Delivery
The management of Council properties, largely undertaken by Unity Partnership Limited (UPL) will need to change as the portfolio changes.
Future expected outcomes
A smaller more efficient property portfolio with a greater number of categories rather than operational and non-operational, as reflected in the Corporate Property Strategy, aligning more closely with the objectives and priorities of the Council.
Organisation
As property is used to deliver Council services it is an enabler to transformational change within the organisation.
Workforce
As property is used to deliver Council and partner services, any portfolio change will affect staff.
Communities and Service Users
Better identification of assets important to communities in support of the co-operative agenda, including Community Asset Transfer. As property is used to deliver Council services, any portfolio change has the opportunity to improve the experience of service users.
Oldham Cares
The current property portfolio includes properties used by Oldham Cares and any changes to the portfolio may impact on the operations of Oldham Cares.
Other Partner Organisations
In recent years there has been an increase in the co-location of services, this is expected to continue.

Who are the key stakeholders?

Staff	Yes
Elected Members	Yes
Residents	Yes
Local business community	Yes
Schools	Yes
Trade Unions	Yes
External Partners (if yes please specify below)	Yes
Schools, health, blue light services etc.	
Other Council Departments (if yes please specify below)	Yes
All services.	
Other (if yes please specify below)	Yes
Unity Partnership Limited.	

Benefits to the organisation/staff/customers including performance improvements

Long term revenue savings from a smaller more focused property portfolio.
Improvements for staff and customers when property is used to facilitate organisational change.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Decision making too slow to enable the Council to take the benefit from time sensitive investment opportunities.	Review Council decision making arrangements.
Operational estate rationalisation does not take place.	Business case approach to decision making to drive a programme of change.
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Property Worksops to review existing estate.	November 2018.
Review Medium Term Property Strategy.	February 2019.
N/A	N/A
N/A	N/A

Section D

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

Equality Impact Screening

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

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

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

Finance Comments
The proposal will be achieved from a reduction in property costs and measures to generate increased income from the Council's investment estate, along with capital receipts from any properties disposed. The Council's Property Rationalisation Programme Board is working on detailed proposals to implement the Medium Term Property Strategy to ensure that the proposals can be met from the 2019/20 financial year onwards.

Signed RO	22-Oct-2018
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Signed Finance	28-Aug-2018
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Cabinet Member Signature		
Name and Date	Cllr S Fielding	14-Jan-2019

Responsible Officer :	Rebekah Sutcliffe
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Cabinet Member :	Cllr S Fielding
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Support Officer :	Jonathan Downs
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BR1 - Section A

Service Area :	District Partnerships
Budget Reduction Title :	Review of District Working

Budget Reduction Proposal - Detail and Objectives :

There have been significant changes in the overall operating environment since the Council last reviewed district working in 2012/13.

The proposal seeks to review the current model of district working in the context of the wider reform agenda, to ensure that we operate in the most effective way to support elected members and to deliver better outcomes for residents.

Fundamental to this is the democratic role of elected members who lead on strengthening democracy and civil society. Elected members have a key role to play informing the approach and acting as ambassadors and local commissioners of activity to support the co-operative and Oldham Model.

Whilst the primary driver of the review is to ensure the effectiveness of district working going forward, it is anticipated that the review will achieve savings of at least £0.070m and further savings may arise as the review starts to take shape.

2018/19 Service Budget and Establishment

£000

Employees	841
Other Operational Expenses	565
Income	(246)
Total	1,160

Current Forecast (under) / overspend

0

Number of posts (Full time equivalent)

21.00

	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(70)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

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

Ongoing

Section B

What impact does the proposal have on the following? :

Property
None at this stage of the review.
Service Delivery
The proposal seeks to strengthen support to elected members and to deliver better outcomes for residents.
Future expected outcomes
None
Organisation
The proposal seeks to review the current model of district working to ensure that we operate in the most effective way.
Workforce
The proposal will consider the effectiveness of district working in the context of the Oldham model and the wider reform agenda across Greater Manchester.
Communities and Service Users
The proposal seeks to deliver better outcomes for residents.
Oldham Cares
The review of district working will be considered in the context of Oldham Cares.
Other Partner Organisations
The Oldham Partnership are committed to working together as a system, rather than individuals, so that we deliver the Oldham model through effective collaborative working, harnessing the potential of all resources and assets to improve outcomes for people and the place.

Who are the key stakeholders?

Staff	Yes
Elected Members	Yes
Residents	Yes
Local business community	No
Schools	No
Trade Unions	No
External Partners (if yes please specify below)	Yes
Oldham Leadership Board Members	
Other Council Departments (if yes please specify below)	Yes
District Partnership Team	
Other (if yes please specify below)	No
N/A	

Benefits to the organisation/staff/customers including performance improvements

The importance of and infrastructure for place-based working has become more complex but with a clear ambition for effective integration and commitment to whole system leadership. Fundamental to this is the democratic role of elected members who lead on strengthening democracy and civil society. Elected members have a key role to play informing the approach and acting as ambassadors and local commissioners of activity to support the co-operative and Oldham Model.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Key risks will be developed as part of the project plan for the review and the budget proposal will be updated accordingly.	N/A
N/A	N/A
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Anticipated completion of review.	End of January 2019.
Budget proposal to be considered for approval.	27 February 2019.
N/A	N/A
N/A	N/A

Section D

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

Equality Impact Screening

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

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

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

Finance Comments
The forthcoming review of District Working is primarily focused on the effectiveness of the service it is however proposed that a financial saving of at least £70k will be delivered as part of the review, which if completed within the anticipated timeframe will be in place to be fully realised in 2019/20.

Signed RO	19-Oct-2018
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Signed Finance	19-Oct-2018
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Cabinet Member Signature		
Name and Date	Cllr S Fielding	14-Jan-2019

	Reference:	REF-BR1-248
Responsible Officer	Rebekah Sutcliffe	
Cabinet Member:	Cllr S Fielding	
Support Officer	Jonathan Downs	

Equality Impact Assessment Tool

Service Area:	District Partnerships
Budget Reduction Title:	Review of District Working

Stage 1: Initial Assessment

1a	Which service does this project, policy or proposal relate to?
	The District Partnerships
1b	What is the project, policy or proposal?
	The proposal seeks to review the current model of district working to ensure that we operate in the most effective way to support elected members and to deliver better outcomes for residents.
	Fundamental to this is the democratic role of elected members who lead on strengthening democracy and civil society. Elected members have a key role to play informing the approach and acting as ambassadors and local commissioners of activity to support the co-operative and Oldham Model.
	It is anticipated that the review will achieve savings of at least £70k and further savings may arise as the review starts to take shape.
	We will continue to revisit the EIA as the District review develops, ensuring any potential equality impacts are identified.
1c	What are the main aims of the project, policy or proposal?
	<ul style="list-style-type: none"> To consider district working in the context of the <i>wider reform agenda</i>, to ensure we operate in the most effective way to support elected members and to deliver better outcomes for residents. To consider how elected members can be supported in their role as democratic leaders, and in particular at a place based level. To review the effectiveness of District Executives in the context of meaningful local democratic engagement, devolved decision making and support for elected members to secure local democratic engagement and strong community leadership. To review how we gather insight and intelligence from Elected Members and residents at a place based level to inform improved outcomes for residents through commissioning, service delivery and community action.
1d	Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how?
	<p>There would be no detrimental impact to communities or specific groups.</p> <p>The proposal will seek to strengthen district working arrangements, supporting elected members and delivering better outcomes for residents.</p>

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

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

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

1h	How have you come to this decision?
	<p>There is no detrimental impact to communities or specific groups.</p> <p>When outlining the proposal in the BR1 form it was identified that there was a potential negative impact on <i>people on low incomes</i>. However, during the Stage 1 EIA process this impact had been mitigated, so it was not necessary to complete a full EIA.</p>

Stage 5: Signature

Role	Name	Date
Lead Officer	Jonathan Downs	12/12/18
Approver Signatures	Rebekah Sutcliffe	12/12/18

EIA Review Date:	December 2019
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Responsible Officer :	Lewis Greenwood
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Cabinet Member :	Cllr S Fielding
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Support Officer :	Lewis Greenwood
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BR1 - Section A

Service Area :	Executive Support
Budget Reduction Title :	Review of Executive Support Function and non pay budgets

Budget Reduction Proposal - Detail and Objectives :

A review of the functions and non pay budgets of the Executive Support Team has been undertaken, taking into account priorities and alignment of the Senior Management Team and Executive Members of the Organisation. The Executive Support Team is aligned to the Senior Management structure of the Organisation and this review has realised a saving of £0.030m.

2018/19 Service Budget and Establishment

£000

Employees	593
Other Operational Expenses	194
Income	(772)
Total	15

Current Forecast (under) / overspend

(21)

Number of posts (Full time equivalent)

16.80

	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(30)	0	0
Proposed Staffing Reductions (FTE)	(1.00)	0.00	0.00

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

Ongoing

Section B

What impact does the proposal have on the following? :

Property
There is no impact on property.
Service Delivery
There is no impact on service delivery.
Future expected outcomes
N/A
Organisation
The service model is aligned to the Organisational structure and therefore there is no impact.
Workforce
There is no impact on the workforce.
Communities and Service Users
N/A
Oldham Cares
There is no impact on Oldham Cares.
Other Partner Organisations
There is no impact on other partner organisations.

Who are the key stakeholders?

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

Benefits to the organisation/staff/customers including performance improvements

The service aligns with the Senior Management Structure and so it ensures that the service and the Council continues to deliver in line with its co-operative objectives.

Section C

Key Risks and Mitigations:

Risk	Mitigation
The service has been operating under this model for a period of time and therefore there is no risk on this proposal.	The role and function of the team will address organisational and senior management priorities.
N/A	N/A
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Consulation in line with S188 notice.	Until Thursday, 14 February 2019.
N/A	N/A
N/A	N/A
N/A	N/A

Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	14-Nov-2018	14-Feb-2019
Trade Union	14-Nov-2018	14-Feb-2019
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

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

Finance Comments
The staffing review in the Executive Support Team will deliver a budget reduction on an ongoing basis of £0.030m per annum for 2019-20 onwards.

Signed RO	17-Sep-2018
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Signed Finance	18-Sep-2018
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Cabinet Member Signature		
Name and Date	Cllr S Fielding	14-Jan-2019

Responsible Officer :	Rebekah Sutcliffe
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Cabinet Member :	Cllr S Fielding
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Support Officer :	Lewis Greenwood
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BR1 - Section A

Service Area :	Policy
Budget Reduction Title :	Review of Design and Assurance

Budget Reduction Proposal - Detail and Objectives :

It has been agreed that a design and assurance function will be established which will strengthen our co-operative culture to enable a whole system approach to design, innovation and change in order to deliver the priorities of the Oldham Model. The function will develop systems, governance and provide support to improve service delivery across all parts of the internal and external 'system'. This is to include a commissioning and reporting relationship with Unity Partnership Limited giving greater visibility and assurance on all change projects, investment and change capacity across the Organisation.

The following services are key to ensure that this function is delivered effectively:

- Strategy, Partnerships and Policy (excluding Executive Support)
- Communications and Marketing
- Business Intelligence
- Transformation Programme Management Office

A review of the broader change functionality across the Organisation, including the services above and Unity Partnership, is to be undertaken with any proposed structural changes being developed and proposed through extensive consultation with staff and stakeholders.

Within the services included above, there are currently 72.5 FTE's with a combined service budget of £2.700m.

Further detail is included in additional information.

2018/19 Service Budget and Establishment

£000

Employees	2,677
Other Operational Expenses	502
Income	(478)
Total	2,701

Current Forecast (under) / overspend

44

Number of posts (Full time equivalent)

72.50

	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(250)	(250)	0
Proposed Staffing Reductions (FTE)	(10.00)	0.00	0.00

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

Ongoing

Section B

What impact does the proposal have on the following? :

Property
It is not yet known if, what any, impact there will be on property however it is envisaged that this will be minimal.
Service Delivery
The impact of service delivery will be considered as options are developed however, with a design and assurance function in place, service delivery will improve and will ensure there is even greater visibility and assurance on all change projects, investment and change capacity across the Organisation.
Future expected outcomes
In terms of services, outcomes are expected to be improved through development of this function, as the review of the functions within the team will align to current and future business plans and will have strong connectivity to the Oldham Model.
Organisation
Through the Senior Management Team, the Organisation is aware that a Strategic Design Authority Board has been established which provides strategic oversight to change projects, investment and change capacity across the Organisation.
Workforce
This is to be considered as specific options in relation to the function are developed.
Communities and Service Users
N/A at this stage.
Oldham Cares
It is not intended to include Oldham Cares within this review at this stage however, opportunities for joint working with Oldham Cares will be explored.
Other Partner Organisations
N/A

Who are the key stakeholders?

Staff	Yes
Elected Members	Yes
Residents	No
Local business community	No
Schools	No
Trade Unions	Yes
External Partners (if yes please specify below)	No
N/A	
Other Council Departments (if yes please specify below)	Yes
Services across the Organisation who undertake change delivery	
Other (if yes please specify below)	No
N/A	

Benefits to the organisation/staff/customers including performance improvements

The review would ensure that there is greater visibility and assurance on all change projects, investment and change capacity across the Organisation. The functions will reflect and align to corporate priorities, providing greater insight into the effectiveness of support services and of operational delivery, ensuring the council continues to deliver service improvement in line with corporate objectives.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Potential of capacity issues will be identified through options proposed.	The role and function of the services included will align with and address corporate priorities and requirements.
Potential redundancies resulting in knowledge and skills gap within each of the services.	Through any consultation process, there will be a clear matrix in place which sets out the knowledge and skills required in order to deliver the design and assurance function.
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Engagement with Leadership Star Chamber and Senior Management Team.	November 2018
Engagement and consultation with staff and trade unions.	In line with the S188 notice.
N/A	N/A
N/A	N/A

Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	14-Nov-2018	14-Feb-2019
Trade Union	14-Nov-2018	14-Feb-2019
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

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

Finance Comments
The proposal is to generate a full year saving of £0.500m p.a. through the creation of a Design and Assurance function, the saving will be delivered in two tranches of £0.250m in each of 2019/20 and 2020/21.
Please see additional information.

Signed RO	17-Oct-2018
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Signed Finance	16-Oct-2018
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Cabinet Member Signature		
Name and Date	Cllr S Fielding	14-Jan-2019

Additional Information (if required)

Organisational benefits continued:

The design and assurance function will also hold responsibility for gathering insight to intelligence about our population to inform effective commissioning.

Of the 72.5 posts across the services, it should be noted that 16 posts are either fixed term or temporary and funded from service budgets or the Transformation reserve and therefore, the actual number of permanent members of staff funded from service base budgets is 56.5.

In order to ensure the design and assurance function is fit for purpose, consideration will be given to the overall capacity and capability required across the services including Unity Partnership to effectively deliver the Design and Assurance function. Any potential structural changes will be developed through engagement and consultation with staff, stakeholders and trade unions. Opportunities for joint working and sharing capacity across existing teams will be fully explored.

Specific and detailed proposals will be developed in consultation with staff, stakeholders and trade unions and in doing so, it is recognised that in pursuing efficiencies there will be a resulting reduction in the number of FTE's across the services.

In order to achieve the full savings target, it is proposed that the combined service budget would see a reduction of £0.230m over the two financial years. In addition, a review will be undertaken looking at the total amount of spend on consultants and change programmes across the Organisation.

As part of achieving this saving, the following proposals are to be considered:

- £2,500 reduction in non-pay budget of Strategy, Partnerships and Policy
- discontinue the Council's membership of LGIU - £10,000.

- A review of the form and function of the Communications, Business Intelligence and Transformation PMO will be undertaken where it is envisaged that there could be a reduction of up to ten FTE's.

Further work is to be developed in order to achieve the remaining £0.270m over the next two years. This work will look to reduce the spend on consultants and external resource across the Organisation.

Finance Comments (Continued)

As part of the proposal the combined service budgets of Strategy, Partnerships and Policy (excluding Executive Support, Communications and Marketing, Business Intelligence and Transformation Programme Management Office) would see a reduction of £0.230m over the two financial years. Further work is to be developed in order to achieve the remaining £0.270m over the next two years. This work will look to reduce the spend on consultants and external resource across the Organisation.

The proposed reduction cuts across a number of Council Services and is still in the development phase, with further work being required to fully scope and cost the proposal to ensure successful implementation.

BR1 - Section A

Service Area :	Heritage Libraries and Arts
Budget Reduction Title :	Oldham Library and Lifelong Learning Service - ICT Services

Budget Reduction Proposal - Detail and Objectives :

The transfer of the ICT managed service from Allied to Unity has generated a headline annual saving of £0.264m. After charging the revised service fee, aligning the library PFI budget, financing capital expenditure of £0.245m through prudential borrowing and making provision for equipment refresh there is a potential saving of circa £0.070m per annum. The saving for 2018/19 will be retained within the service to deal with any unforeseen costs or gaps in the level of service contained within the agreed initial fee. Assuming no additional call is required, a budget reduction of £0.070m is available in 2019/20.

2018/19 Service Budget and Establishment

	£000
Employees	0
Other Operational Expenses	3,279
Income	(1,803)
Total	1,476

Current Forecast (under) / overspend

(106)

Number of posts (Full time equivalent)

0.00

	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(70)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

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

Ongoing

Section B

What impact does the proposal have on the following? :

Property
None.
Service Delivery
None.
Future expected outcomes
None.
Organisation
None.
Workforce
None.
Communities and Service Users
None.
Oldham Cares
None.
Other Partner Organisations
None.

Who are the key stakeholders?

Staff	Yes
Elected Members	Yes
Residents	Yes
Local business community	No
Schools	No
Trade Unions	No
External Partners (if yes please specify below)	Yes
Unity Partnership Limited.	
Other Council Departments (if yes please specify below)	No
N/A	
Other (if yes please specify below)	No
N/A	

Benefits to the organisation/staff/customers including performance improvements

In addition to generating a budget reduction, the headline saving has enabled the overall library PFI budget to be realigned, facilitated capital expenditure to upgrade the current equipment and provide better facilities for users. In addition, the creation of a refresh fund provides an element of 'future proofing' by making available resources to deal with future upgrades and equipment replacement.

Section C

Key Risks and Mitigations:

Risk	Mitigation
If the revised service fee is substantially lower than the original charge, there is a risk that the revised charge does not cover all of the services previously provided by Allied. Increased charges will reduce the potential saving.	The saving generated within 2018/19 will be retained within the service, specifically to deal with any such issues.
N/A	N/A
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Review the 2018/19 monitoring reports and final outturn expenditure (and service performance) to determine the availability of the proposed saving in 2019/20.	Review periodic monitoring reports (months 6, 8 and 9) and final outturn expenditure in April 2019.
N/A	N/A
N/A	N/A
N/A	N/A

Section D

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

Equality Impact Screening

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

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

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

Finance Comments
The savings proposal forms part of the delegated decision made in June 2018. The budget reduction of £0.070m is based on an estimated saving after a number of other calls have been made against the headline saving of £0.264m. The main risk being that the renegotiated ICT service charge does not cover the full range of services provided by the previous incumbent and that additional charges will need to be incurred. Mitigations are however in place to deal with this risk.

Signed RO	31-Aug-2018
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Signed Finance	31-Aug-2018
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Cabinet Member Signature		
Name and Date	Cllr P Jacques	14-Jan-2019

Responsible Officer :	Sheena Macfarlane
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Cabinet Member :	Cllr P Jacques
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Support Officer :	Sheena Macfarlane
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BR1 - Section A

Service Area :	Heritage Libraries and Arts
Budget Reduction Title :	Reduction in library casual staff budget

Budget Reduction Proposal - Detail and Objectives :

Delph Library is run by a Community Association and since April there has been a phased withdrawal of library staff support and there are now sufficient volunteers to deliver the offer at Delph. The proposal is therefore for a reduction in the budget for casual staff equivalent to 20 hours per week for casual library assistants at Delph library.

There will be no impact on Library staff as permanent staff will be redeployed to relieve pressure at other library sites.

2018/19 Service Budget and Establishment

	£000
Employees	1,594
Other Operational Expenses	482
Income	(345)
Total	1,731

Current Forecast (under) / overspend	0
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Number of posts (Full time equivalent)	57.13
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(10)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

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

What impact does the proposal have on the following? :

Property
None.
Service Delivery
None. Delph Library will still be provided with resources, training and professional staff support.
Future expected outcomes
None.
Organisation
None.
Workforce
Staff currently working at Delph will be re-deployed to other libraries.
Communities and Service Users
None.
Oldham Cares
None.
Other Partner Organisations
None.

Who are the key stakeholders?

Staff	Yes
Elected Members	Yes
Residents	Yes
Local business community	No
Schools	No
Trade Unions	No
External Partners (if yes please specify below)	Yes
Delph Community Association	
Other Council Departments (if yes please specify below)	No
N/A	
Other (if yes please specify below)	No
N/A	

Benefits to the organisation/staff/customers including performance improvements

A £0.010m contribution to the achievement of the 2019/20 budget reduction target.

Section C

Key Risks and Mitigations:

Risk	Mitigation
The switch to volunteer-only staffing may impact on the quality of service delivery.	The phased withdrawal over time allows for any such impact to be managed and addressed.
N/A	N/A
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Delph Community Association informed and staff briefed	November 2018.
N/A	N/A
N/A	N/A
N/A	N/A

Section D

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

Equality Impact Screening

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

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

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

Finance Comments
The proposal is for a saving equivalent to 20 hours per week in the budget for casual library staff, equating to £9,461 p.a. There would appear to be minimal risk in the delivery of this option.

Signed RO	18-Oct-2018
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Signed Finance	31-Aug-2018
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Cabinet Member Signature		
Name and Date	Cllr P Jacques	14-Jan-2019

Responsible Officer :	Sheena Macfarlane
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Cabinet Member :	Cllr P Jacques
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Support Officer :	Sheena Macfarlane
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BR1 - Section A

Service Area :	Heritage Libraries and Arts
Budget Reduction Title :	Reduction in grants to cultural organisations

Budget Reduction Proposal - Detail and Objectives :

Historically the Coliseum Theatre (OCT) and Saddleworth Museum & Arts Gallery (SMAG) have received grants from Oldham Council to support their organisations. OCT receives £145,550 p.a. and SMAG £23,000 p.a. There is no formal agreement in place with OCT but an annual agreement is made with SMAG. The grants are given for general funding purposes and are not aligned with any specific outcomes. These amounts have been maintained at this level over the last 10 years. The proposal is to continue with the grants but reduce them by 5%.

2018/19 Service Budget and Establishment

	£000
Employees	852
Other Operational Expenses	332
Income	(36)
Total	1,148

Current Forecast (under) / overspend	0
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Number of posts (Full time equivalent)	25.52
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(9)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

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

What impact does the proposal have on the following? :

Property
None
Service Delivery
None
Future expected outcomes
None
Organisation
None
Workforce
None
Communities and Service Users
None
Oldham Cares
None
Other Partner Organisations
Both the Coliseum Theatre and Saddleworth Museum would be expected to bridge the funding gap.

Who are the key stakeholders?

Staff	No
Elected Members	Yes
Residents	No
Local business community	No
Schools	No
Trade Unions	No
External Partners (if yes please specify below)	Yes
Coliseum Theatre and Saddleworth Museum	
Other Council Departments (if yes please specify below)	No
N/A	
Other (if yes please specify below)	No
N/A	

Benefits to the organisation/staff/customers including performance improvements

A £0.009m contribution to the achievement of the 2019/20 budget reduction target.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Relationship with partner organisations deteriorates and organisations are unable to meet funding gap.	Council continues to support both organisations with grant funding, joint working and involvement in other opportunities that arise.
N/A	N/A
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Both organisations have been notified of the saving proposal.	Autumn 2018.
N/A	N/A
N/A	N/A
N/A	N/A

Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	07-Nov-2018	25-Jan-2019
Other	not applicable	not applicable

Equality Impact Screening

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

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

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

Finance Comments
The saving will be achieved by a 5% reduction in the grants made to OCT and SMAG, a £0.009m reduction in grants totalling £0.169m, it is anticipated that the reduction will be achieved in full.

Signed RO	18-Oct-2018
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Signed Finance	16-Oct-2018
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Cabinet Member Signature		
Name and Date	Cllr P Jacques	14-Jan-2019

Additional Information (if required)

The Coliseum Theatre also hold the lease from the Council on their current premises on the basis of a peppercorn rent. The Council will continue to be responsible for any current and future theatre premises.

Saddleworth Museum have recently opened to the public following a period of refurbishment which was funded by HLF and funds raised by the Museum Trust. Additional temporary HLF funds and staff are in place to support rebuilding audiences following the period of closure. This includes funding for an Activity Plan and an Education Officer for a time limited period.



BR1 - Section A

Reference : REF-BR1-243

Responsible Officer : Sheena Macfarlane

Cabinet Member : Cllr P Jacques

Support Officer : Sheena Macfarlane

Service Area : Heritage Libraries and Arts

Budget Reduction Title : Reduction in Business Support Staff for Oldham Music Service

Budget Reduction Proposal - Detail and Objectives :

In recent years Oldham Music Service has made £0.045m savings and currently brings in through fees and charges and Arts Council Music Hub grant approximately 90% of the total operating cost of the service (including recharges and depreciation). There are 3 fte Business Support Officers, 1 fte Bursar and an Administration Apprentice supporting the delivery of a highly cost-effective, income-generating service. The proposal is to reduce the level of business support by 1 fte.

2018/19 Service Budget and Establishment

£000

Employees	1,329
Other Operational Expenses	125
Income	(1,681)
Total	(227)

Current Forecast (under) / overspend

43

Number of posts (Full time equivalent)

32.34

	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(24)	0	0
Proposed Staffing Reductions (FTE)	(1.00)	0.00	0.00

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

Ongoing

Section B

What impact does the proposal have on the following? :

Property
None
Service Delivery
None
Future expected outcomes
None
Organisation
The service will have to redistribute tasks and responsibility amongst the team and/or consider working differently.
Workforce
Reduction in staff posts by 1fte is likely to incur redundancy costs.
Communities and Service Users
None
Oldham Cares
None
Other Partner Organisations
None

Who are the key stakeholders?

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

Benefits to the organisation/staff/customers including performance improvements

A £0.045m contribution to the achievement of the 2019/20 budget reduction target.

Section C

Key Risks and Mitigations:

Risk	Mitigation
The service is less able to invoice and track payments resulting in loss of income.	Redistribution of tasks and responsibilities amongst the team and review of admin processes.
N/A	N/A
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Affected staff have been notified of the savings proposal.	November 2018.
N/A	N/A
N/A	N/A
N/A	N/A

Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	14-Nov-2018	14-Feb-2019
Trade Union	14-Nov-2018	14-Feb-2019
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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


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

Finance Comments
The Music Service is a traded service, and is currently forecast to overspend by £0.043m in 2018/19. The proposal is to reduce business support by 1 FTE, which it is anticipated can be fully achieved in 2019/20. There does however remain the issue of other pressures within the service for which management action is in train.

Signed RO	18-Oct-2018
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Signed Finance	16-Oct-2018
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Cabinet Member Signature		
Name and Date	Cllr P Jacques	14-Jan-2019

Responsible Officer :	Katrina Stephens
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Cabinet Member :	Cllr A Shah
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Support Officer :	Katrina Stephens
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BR1 - Section A

Service Area :	Public Health (Client and Delivery)
Budget Reduction Title :	Get Oldham Growing

Budget Reduction Proposal - Detail and Objectives :

Get Oldham Growing is a public health funded community engagement programme launched in April 2014 which aims to work with communities and individuals across Oldham around food – growing, cooking and healthy eating – building skills, supporting entrepreneurship and addressing the wider determinants of physical and mental health such as social connections, physical activity and feelings of achievement.

This proposal would reduce the overall budget for the programme through:

- Not renewing the contracts for two health ambassador posts (due to end December 2018 and March 2019). The health ambassadors support community groups and individuals and provide wider health messages. (£0.024m)
- Ending the Growing Entrepreneurs programme which provides support for growing in schools. (£0.010m)
- Reducing financial support for Alexandra Park growing hub. (£0.016m)

2018/19 Service Budget and Establishment

£000

Employees	45
Other Operational Expenses	67
Income	(0)
Total	112

Current Forecast (under) / overspend

0

Number of posts (Full time equivalent)

1.48

	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(50)	0	0
Proposed Staffing Reductions (FTE)	(0.88)	0.00	0.00

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

Ongoing

Section B

What impact does the proposal have on the following? :

Property
None
Service Delivery
Reduced direct support for community groups and schools to establish and run growing activities/projects.
Future expected outcomes
Potential impact on health outcomes, as growing has a positive impact on physical and mental health and wellbeing.
Organisation
Get Oldham Growing has been a high profile, award winning, programme, therefore reduction in programme funding may generate adverse publicity.
Workforce
Loss of 2 fixed term health ambassador posts, and reduced funding for the coordinator post may mean that the contracted hours for this post has to be reduced.
Communities and Service Users
Reduced direct support for community groups and schools to establish and run growing activities/projects.
Oldham Cares
Potential impact on health outcomes, as growing has a positive impact on physical and mental health and wellbeing.
Other Partner Organisations
Reduced direct support for community groups and schools to establish and run growing activities/projects.

Who are the key stakeholders?

Staff	Yes
Elected Members	Yes
Residents	Yes
Local business community	No
Schools	Yes
Trade Unions	Yes
External Partners (if yes please specify below)	Yes
Voluntary and community sector	
Other Council Departments (if yes please specify below)	Yes
Environmental Services	
Other (if yes please specify below)	No
N/A	

Benefits to the organisation/staff/customers including performance improvements

This proposal will contribute to the achievement of the budget reduction target for 2019/20.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Fewer growing projects are established as a result of loss of health ambassador posts and growing entrepreneur scheme.	Please see additional information.
Reduced investment in physical infrastructure/assets of the growing hubs will mean the network of growing hubs cannot be developed further.	Please see additional information.
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Discuss impact of reduction in funding for Alexandra Park hub and agree a way forward to minimise impact.	November 2018
Schools notified of changes to growing entrepreneur scheme.	December 2018
Programme plans for 2019/20 developed focusing on developing skills and building sustainability through the provision of training and support for growing in Oldham.	January 2019
N/A	N/A

Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	14-Nov-2018	14-Feb-2019
Trade Union	14-Nov-2018	14-Feb-2019
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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


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

Finance Comments
The proposal is to reduce the Public Health funded contribution towards Get Oldham Growing by £0.050m across a range of measures; - Not renewing the contracts for two health ambassador posts (£0.024m), ending the Growing Entrepreneurs programme (£0.010m) and reducing financial support for Alexandra Park growing hub (£0.016m). Notwithstanding the risks identified it is anticipated that the reduction can be delivered in full.

Signed RO	19-Oct-2018
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Signed Finance	16-Oct-2018
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Cabinet Member Signature		
Name and Date	Cllr A Shah	14-Jan-2019

Additional Information (if required)

Risk Mitigation 1

Support will continue to be available through the four existing growing hubs, and through training and other events organised by Get Oldham Growing. Alternative mechanisms for supporting schools will be explored including a network of schools interested in growing to provide mutual support and the development of volunteer growing champions to support schools.

Risk Mitigation 2

The programme will focus on supporting the development of growing skills and building sustainability, as well as providing support for groups wishing to establish growing projects/hubs to access alternative funding sources. In addition the programme will work alongside other linked programmes, such as Growing Oldham Feeding Ambition, to ensure best use of available resources to support growing in Oldham.

Responsible Officer	Katrina Stephens
Cabinet Member:	Cllr A Shah
Support Officer	Katrina Stephens

Equality Impact Assessment Tool

Service Area:	Public Health (Client and Delivery)
Budget Reduction Title:	Get Oldham Growing

Stage 1: Initial Assessment

1a	Which service does this project, policy or proposal relate to?				
	Get Oldham Growing is a public health funded community engagement programme launched in April 2014 which works with communities and individuals across Oldham around food – growing ,cooking and healthy eating – building skills , supporting entrepreneurship and addressing the wider determinants of physical and mental health such as social connections, physical activity and feelings of achievement.				
1b	What is the project, policy or proposal?				
	Reduction in funding to the Get Oldham Growing programme.				
1c	What are the main aims of the project, policy or proposal?				
	To reduce funding to the programme supporting the achievement of the Council's savings plan for 2019/20				
1d	Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how?				
	The proposal could have a detrimental effect on users of the service including families, children and young people, older people, socially isolated people, people from certain ethnic groups and people on low incomes.				
1e	Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?				
		None	Positive	Negative	Not sure
	Disabled people	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
	Men or women (includes impacts due to pregnancy / maternity)	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People of particular sexual orientation/s	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People in a Marriage or Civil Partnership	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	People on low incomes	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
	People in particular age groups	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>
	Groups with particular faiths or beliefs	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?				
People who are socially isolated	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	

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

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

1h	How have you come to this decision?
	Through agreeing potential areas of funding reductions with colleagues in Environmental Services and Public Health.

Stage 2: What do you know?

What do you know already?

The proposal is to reduce funding to the Get Oldham Growing programme by :

1. Not renewing the contracts for two health ambassador posts – the health ambassadors support community groups, schools and individuals in growing, walking and other health related activities and provide wider health messages – ending these contracts will end this support. Potentially fewer growing projects will be established and existing projects will receive less support.
2. Ending the Growing Entrepreneur programme which provides support for growing in schools – this will reduce the support for development of growing projects within schools and will reduce the opportunity for children and young people to develop personal, social and entrepreneurial skills.
3. Reducing financial support for the Growing Hub at Alexandra Park – this will affect the service provided by the Hub and could provide less support to children and young people, people who are socially isolated, people on low incomes and people from certain ethnic groups.

What don't you know?

The full numbers of those who might be affected. However, figures from the Alexandra Park Hub for 2017/18 show there were 468 participants within this period, 186 from the 0-24 age range.

Of these participants 186 were aged 0-24, 161 were aged 25-64 and 26 were over 65. In terms of gender 185 attendees were male, 245 were female. Many people attending the Hub did not identify their ethnicity of those who did 11 were White British, 9 were Asian Bangladeshi & 16 identified as Asian Pakistani.

With reduced support for the Hub it is likely these figures will reduce.

Further Data Collection

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

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

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

3a	Who have you consulted with?	
	Environmental Services staff, Interim Director of Public Health We have no plans to consult further at the moment.	
3b	How did you consult? (include meeting dates, activity undertaken & groups consulted)	
	Meeting between public health and environmental services 10/10/18 The meeting was between the Interim Director of Public Health – Katrina Stephens and Euey Madden, Greenspace Manager.	
3c	What do you know?	
	Case studies have been gathered showing the positive benefits of attending the Alexandra Park Hub, figures have also been gathered at the Hub and from work with the Health Ambassadors showing their impact. Statistics from the Alexandra Park Hub include the Health Ambassadors, it is not possible to pull out statistics for the Health ambassadors only.	
3d	What don't you know?	
	Although some funding will be removed from Alexandra Growing Hub GOG still intends to support the Hub financially in future years although at a reduced level.	
3e	What might the potential impact on individuals or groups be?	
	Generic (impact across all groups)	
	Disabled people	
x	Particular ethnic groups	A person who attended the Alexandra Park Hub have said " Coming with my husband has helped him with his mental health, gets him out of the

		house, socialising, improving his English, and when we all come to Hub Explorers its helps us bond with the family. My children learn all about growing and it encourages them to eat fresh organic produce. We feel healthier as we are eating more fruit and veg.” Reduction in support for the Hub and health ambassadors could reduce the benefits and reach of this work.
	Men or women (<i>include impacts due to pregnancy / maternity</i>)	
	People of particular sexual orientation/s	
	People in a Marriage or Civic Partnership	
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	
x	People on low incomes	As well as support with growing Alexandra Park Hub offers support around healthy eating and has developed a recipe book of healthy food on a budget. Reduction in support for the Hub and health ambassadors could reduce the benefits and reach of this work.
x	People in particular age groups	People who have attended the Alexandra Park hub said “ Initially I came as a volunteer for myself, but now come with my daughter...It’s good for my daughter- the experience. It’s about getting out in the fresh air, the walk and keeping active. It is beneficial for us both to get out of the house, be more active- good father and daughter time” Reduction in support for the Hub and health ambassadors could reduce the benefits and reach of this work. Children and young people would be particularly affected by the removal of the Growing Entrepreneur scheme because an opportunity to learn about growing and developing entrepreneurial skills would no longer exist.
	Groups with particular faiths and beliefs	
	Other excluded individuals (<i>e.g. vulnerable residents, individuals at risk of loneliness, carers or service and ex-serving members of the armed forces</i>)	The Growing Hubs and the activities the health ambassadors carry out support connections between people and groups of people, lessening social isolation. Reduction in support for the Hub and health ambassadors could reduce the benefits and reach of this work.

Stage 4: Reducing / Mitigating the Impact

4a	What can be done to reduce or mitigate the impact of the areas you have identified?	
	Impact 1	Proposal
	Not renewing contracts	Support will continue to be available to local residents through the 4 existing growing hubs and their volunteers and through training and other events organised by Get Oldham Growing although this will be limited. The community – run Food Network offers some mutual support to growing sites though the capacity to increase this may be limited as this is run by volunteers who may have limited capacity.
	Impact 2	Proposal
	Ending the Growing Entrepreneur scheme	Alternative mechanisms for supporting schools will be explored including developing a network of schools interested in growing to provide mutual support and the development of volunteer growing champions to support schools. Schools will also be signposted towards other sources of support and funding such as Green Dividend and Action Together.
	Impact 3	Proposal
	Reducing support to the Alexandra Park hub.	Support will continue to be available to local residents through the 4 existing growing hubs and through training and other events organised by Get Oldham Growing although this will be limited. The Get Oldham Growing programme will focus on supporting the development of growing skills and building sustainability as well as providing support for groups wishing to establish growing projects/ hubs to access alternative funding sources. In addition the programme will work with other linked programmes, such as Growing Oldham Feeding Ambition, to ensure the best use of available resources to support growing and community development in Oldham.

4b	Have you done, or will you do anything differently, as a result of the EIA?	
	The focus of the programme will change from providing direct support to more signposting. The programme will change from employing staff to encouraging increasing role of volunteers and residents.	
4c	How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?	
	Statistics from the Alexandra Park Hub will continue to be gathered and will pick up a reduction in numbers.	

Conclusion

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

Reduction in support for community level growing and walking could lead to people doing less physical activity, less connections being made between people and less support for schools. This will have an impact on children, families and the general public particularly those on low incomes.

However, support will continue to be available to local residents through the 4 existing growing hubs and through training and other events organised by Get Oldham Growing although this will be more limited than current provision.

The Get Oldham Growing programme will focus on supporting the development of growing skills and building sustainability as well as providing support for groups wishing to establish growing projects/ hubs to access alternative funding sources. In addition the programme will work with other linked programmes, such as Growing Oldham Feeding Ambition, to ensure the best use of available resources to support growing and community development in Oldham.

Alternative mechanisms for supporting schools will be explored including developing a network of schools interested in growing to provide mutual support and the development of volunteer growing champions to support schools.

Stage 5: Signature

Role	Name	Date
Lead Officer	Anne Fleming	11/12/18
Approver Signatures	Katrina Stephens	11/12/18

EIA Review Date:	December 2019
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BR1 - Section A

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

Budget Reduction Proposal - Detail and Objectives :

To reduce the level of non-pay budget held within the corporate priorities budget.

2018/19 Service Budget and Establishment

£000

Employees	0
Other Operational Expenses	432
Income	(0)
Total	432

Current Forecast (under) / overspend

0

Number of posts (Full time equivalent)

0.00

	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(75)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

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

Ongoing

Section B

What impact does the proposal have on the following? :

Property
There will be no impact on property.
Service Delivery
There will be no impact on service delivery.
Future expected outcomes
N/A
Organisation
There will be no impact on the organisation.
Workforce
There will be no impact on the workforce.
Communities and Service Users
There will be no impact on the community or service users.
Oldham Cares
There will be no impact on Oldham Cares.
Other Partner Organisations
There will be no impact on other partner organisations.

Who are the key stakeholders?

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

Benefits to the organisation/staff/customers including performance improvements

A £0.075m contribution to the achievement of the 2019/20 budget reduction target.

Section C

Key Risks and Mitigations:

Risk	Mitigation
There is an urgent requirement for investment in a corporate priority for which resources cannot be identified.	There has been an assessment of the likely requirement for investment in corporate priorities which indicates that there are sufficient unallocated reserves to meet any requirement.
N/A	N/A
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Leadership Star Chamber approval - 1 November 2018	1 November 2018
Implementation	April 2019
N/A	N/A
N/A	N/A

Section D

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

Equality Impact Screening

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

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

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

Finance Comments
There are sufficient unallocated reserves to meet reasonable demands for investment in Corporate Priorities.

Signed RO	26-Oct-2018
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Signed Finance	29-Oct-2018
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Cabinet Member Signature		
Name and Date	Cllr S Fielding	14-Jan-2019

BR1 - Section A

Service Area :	Democratic and Civic Services, Legal
Budget Reduction Title :	Constitutional & Civic and Political support services restructure

Budget Reduction Proposal - Detail and Objectives :

The budget reduction proposal is in relation to a restructure of the Constitutional Services and the Civic and Political support teams. The restructure has identified a budget reduction of £30k. The proposal is currently in the process of going out for consultation with affected staff.

The objective of the restructure is to provide greater resilience and efficiency in the teams and also to achieve a level of savings for the 2019-20 budget process.

2018/19 Service Budget and Establishment

	£000
Employees	443
Other Operational Expenses	1,250
Income	(16)
Total	1,677

Current Forecast (under) / overspend

(115)

Number of posts (Full time equivalent)

12.00

	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(30)	0	0
Proposed Staffing Reductions (FTE)	(2.00)	0.00	0.00

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

Ongoing

Section B

What impact does the proposal have on the following? :

Property
None.
Service Delivery
The proposals will lead to greater resilience in the respective teams.
Future expected outcomes
Ensuring services for members are delivered seamlessly and with a greater level of support available.
Organisation
The proposals will lead to greater resilience in the respective teams.
Workforce
The restructure involves the deletion of vacant posts which will have limited impact on the workforce.
Communities and Service Users
None.
Oldham Cares
None.
Other Partner Organisations
The impact of the CCG and the Mayoral Committee will be limited.

Who are the key stakeholders?

Staff	Yes
Elected Members	Yes
Residents	No
Local business community	No
Schools	Yes
Trade Unions	Yes
External Partners (if yes please specify below)	Yes
CCG	
Other Council Departments (if yes please specify below)	Yes
Unity Partnership Limited	
Other (if yes please specify below)	No
None	

Benefits to the organisation/staff/customers including performance improvements
Contribution towards budget reduction target.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Members satisfaction with the revised arrangements.	The continuity of existing staff will mitigate any associated risks.
None	None
None	None

Key Development and Delivery Milestones:

Milestone	Timeline
Staff and Trade Union consultation.	November 2018.
Implementation of the structure including ring fenced interviews.	April 2019.
None	None
None	None

Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	14-Nov-2018	14-Feb-2019
Trade Union	14-Nov-2018	14-Feb-2019
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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

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

Finance Comments
The staffing review in the Constitutional Services and the Civic and Political Support teams will deliver a budget reduction on an ongoing basis of £30k per annum for 2019/20 onwards.

Signed RO	18-Oct-2018
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Signed Finance	13-Sep-2018
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Cabinet Member Signature		
Name and Date	Cllr S Fielding	14-Jan-2019

Responsible Officer :	Samantha Smith
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Cabinet Member :	Cllr A Jabbar
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Support Officer :	Samantha Smith
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BR1 - Section A

Service Area :	Corporate
Budget Reduction Title :	Fees and Charges additional income

Budget Reduction Proposal - Detail and Objectives :

Each year the Council undertakes an exercise to review Fees and Charges to the public.

The exercise generally increases charges by inflation to ensure costs are recovered and in some cases deliver a surplus. A detailed schedule of proposed fees and charges is presented for approval as an Appendix to the main budget report. It is anticipated that additional income of £0.020m can be generated, over and above that already included in service budgets (except where a service has an anticipated adverse income variance in which case the proposed increase will address the base budget position).

This proposal is cross-cutting over all Council Services that receive fees and charges income.

2018/19 Service Budget and Establishment

£000

Employees	18,258
Other Operational Expenses	13,060
Income	(20,907)
Total	10,411

Current Forecast (under) / overspend

940

Number of posts (Full time equivalent)

0.00

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

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

Ongoing

Section B

What impact does the proposal have on the following? :

Property
N/A
Service Delivery
The budgets of services which make charges have been reviewed and increases to fees and charges have been applied where applicable.
Future expected outcomes
No reduction in service use is anticipated.
Organisation
The organisation will continue to operate as it currently does. Charges will be increased having regard to market intelligence.
Workforce
No change with this proposal.
Communities and Service Users
It is anticipated that there will be no reduction in service use and increases in charges will be commensurate with inflationary increases or (where appropriate) charges made by competitors.
Oldham Cares
No impact expected.
Other Partner Organisations
No impact expected.

Who are the key stakeholders?

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

Benefits to the organisation/staff/customers including performance improvements

An increase in revenue income to support the Council's 2019/20 budget.

Section C**Key Risks and Mitigations:**

Risk	Mitigation
Reduction in income arising from reduced service use.	Revisions to fees and charges have regard to market intelligence and are likely to be individually small changes.
Reduction in business demand arising from an increase in fees and charges.	An ongoing review of income will be undertaken on a service by service basis and fees and charges can be amended in year if required.
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Initial review of fees and charges and market data (finance and services).	Late Summer / Autumn 2018.
Finalisation of fees and charges prior to consultation with services.	Early October 2018.
General consultation on revised fees and charges with services.	October to December 2018.
Approval (27 February 2019) followed by implementation of revised fees and charges.	Implementation: April 2019 for most but education/ schools related charges applied from September 2019 (start of the 2019/20 academic year).

Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	not applicable	not applicable
Trade Union	not applicable	not applicable
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	01-Oct-2018	21-Dec-2018

Equality Impact Screening

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

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


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

Finance Comments
It is currently anticipated that this proposal can be delivered by an increase to the Council's fees and charges.

Signed RO	15-Oct-2018
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Signed Finance	06-Dec-2018
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Cabinet Member Signature		
Name and Date	Cllr A Jabbar	14-Jan-2019

Responsible Officer :	Anne Ryans
Cabinet Member :	Cllr A Jabbar
Support Officer :	Neil Stott

BR1 - Section A

Service Area :	Corporate
Budget Reduction Title :	Supplies and Services

Budget Reduction Proposal - Detail and Objectives :

It is proposed to apply a cross cutting budget reduction to general supplies and service mainstream controllable budgets at a total of £1.000m with an aim to improve the efficiency of service delivery.

The mainstream controllable budgets for supplies and services for the Council in total are circa £50.000m and this budget reduction therefore reflects a 2% reduction in spending power.

It is proposed that each Service within the Council will have its budget reduced as per the 2% allocation and it will be the responsibility of the budget manager to ensure the saving is delivered having regard to the overall service budget for 2019/20.

2018/19 Service Budget and Establishment

	£000
Employees	0
Other Operational Expenses	50,000
Income	(0)
Total	50,000

Current Forecast (under) / overspend

50,000

Number of posts (Full time equivalent)

0.00

	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(1,000)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

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

Ongoing

Section B

What impact does the proposal have on the following? :

Property
There is no anticipated impact on property.
Service Delivery
Services will receive a 2% cut to their spending power however through efficient working the impact on service delivery should be minimal.
Future expected outcomes
Services will receive a 2% cut to their spending power however through efficient working the impact on future expected outcomes should be minimal.
Organisation
Services will receive a 2% cut to their spending power however through efficient working the impact on the organisation should be minimal.
Workforce
There is no anticipated impact on the workforce.
Communities and Service Users
There is no anticipated impact on communities and service users.
Oldham Cares
There is no anticipated impact on Oldham Cares.
Other Partner Organisations
There is no anticipated impact on other partner organisations.

Who are the key stakeholders?

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

Benefits to the organisation/staff/customers including performance improvements

A £1.000m contribution to the achievement of the 2019/20 budget reduction target delivered through more efficient working and improved procurement practices.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Service budgets will overspend in 2019/20 due to non-achievement of required reduction in spending power.	Service and Budget managers to take action to control spending which will be reviewed through the monthly monitoring of budgets.
Service delivery will suffer due to the reduction in spending power.	It is anticipated that the reduction will be achieved through more efficient service delivery as opposed to cuts in services.
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Service budget reductions are calculated and high level allocations communicated to service managers.	November - December 2018
Service managers to advise of the application of the reduction to individual budgets ensuring fair, realistic and achievable apportionment.	January - February 2019
Budget reductions are applied to individual service budgets prior to the commencement of the 2019/20 financial year.	March 2019
Monthly budget monitoring to ensure the delivery of the saving.	April 2019 - March 2020

Section D

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

Equality Impact Screening

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

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


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

Finance Comments
The saving will be achieved through a 2% reduction in service budget allocations. Spend will be closely reviewed as part of the ongoing budget monitoring process during 2019/20.

Signed RO	26-Oct-2018
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Signed Finance	26-Oct-2018
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Cabinet Member Signature		
Name and Date	Cllr A Jabbar	14-Jan-2019

Responsible Officer :	Anne Ryans
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Cabinet Member :	Cllr A Jabbar
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Support Officer :	Neil Stott
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BR1 - Section A

Service Area :	Corporate
Budget Reduction Title :	Introduction of vacancy factor

Budget Reduction Proposal - Detail and Objectives :

The Council currently prepares its budget estimates on the approved FTE establishment of each service and cost centre. The proposal is to apply a vacancy factor at a rate of 1.5% to mainstream employee budgets. Some posts will become vacant during 2019/20 due to staff turnover and it is a legitimate and reasonable action to create a budget reduction proposal to take advantage of this movement in staffing and the consequent impact of the recruitment process. The Council has a detailed recruitment review process. This should ensure the timing of the recruitment to posts is managed appropriately.

Based on the estimated staffing budget requirements for 2019/20 this will generate a saving of approximately £0.800m.

It should be noted that this is not a reduction in staffing FTE across the organisation but a change in the costing methodology for staffing budgets. Directorates will be expected to manage any recruitment to permanent or temporary posts whilst remaining aware of their vacancy management targets.

2018/19 Service Budget and Establishment

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

Current Forecast (under) / overspend	0
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Number of posts (Full time equivalent)	0.00
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(800)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

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

What impact does the proposal have on the following? :

Property
There is no anticipated impact on property.
Service Delivery
There is no anticipated impact on service delivery, service staffing budgets will be managed within available resources.
Future expected outcomes
There is no anticipated impact on future expected outcomes.
Organisation
There is no anticipated impact on the organisation, service staffing budgets will be managed within available resources.
Workforce
There is no anticipated impact on the workforce.
Communities and Service Users
There is no anticipated impact on communities and service users.
Oldham Cares
There is no anticipated impact on Oldham Cares apart from Council staffing budgets within Adult Social Care carrying and managing the vacancy factor.
Other Partner Organisations
There is no anticipated impact on partner organisations.

Who are the key stakeholders?

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

Benefits to the organisation/staff/customers including performance improvements
A £0.800m contribution to the achievement of the 2019/20 budget reduction target.

Section C

Key Risks and Mitigations:

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

Key Development and Delivery Milestones:

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

Section D

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

Equality Impact Screening

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

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


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

Finance Comments
This change in the costing methodology for staffing budgets will generate a saving of £0.800m. Vacancy management targets and their achievement will be closely monitored as part of the budget monitoring process.

Signed RO	26-Oct-2018
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Signed Finance	26-Oct-2018
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Cabinet Member Signature		
Name and Date	Cllr A Jabbar	14-Jan-2019

Responsible Officer :	Ray Ward
Cabinet Member :	Cllr A Jabbar
Support Officer :	Anne Ryans

BR1 - Section A

Service Area :	Corporate
Budget Reduction Title :	Development of the Unity Partnership operating model Phase 2

Budget Reduction Proposal - Detail and Objectives :

Following the successful delivery of budget reductions arising from the Council taking a 100% share ownership in the Unity Partnership, it is now deemed that further reductions of £0.250m are achievable as part of the continued reshaping of the Unity operating model.

It is anticipated that the identification and delivery of these reductions will allow their implementation for the start of 2019/20. Whilst some initial investment maybe required, it is expected that a net saving of £0.250m can be delivered in 2019/20 and future years from efficiencies and a more effective operating arrangement.

2018/19 Service Budget and Establishment

	£000
Employees	0
Other Operational Expenses	11,446
Income	(0)
Total	11,446

Current Forecast (under) / overspend

	0
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Number of posts (Full time equivalent)

	0.00
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(250)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

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

	Ongoing
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Section B

What impact does the proposal have on the following? :

Property
It is anticipated that property will be managed more effectively from 2019/20.
Service Delivery
Service delivery across all areas will be improved through enhanced contract management arrangements.
Future expected outcomes
Cost savings and more effective service delivery.
Organisation
There will be some revisions to service delivery within Unity.
Workforce
There is a potential for some changes to roles and responsibilities in delivering service improvements.
Communities and Service Users
There should be no specific impact on communities and service users should see improvements in performance.
Oldham Cares
There should be no impact on Oldham Cares.
Other Partner Organisations
There should be no impact on other partner organisations.

Who are the key stakeholders?

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

Benefits to the organisation/staff/customers including performance improvements
Service users (internal and external) should see improvements in performance.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Full detailed proposals are not completed before 2019/20.	A timeline of key milestones have been agreed and will have regard to the on-going embedding of new working arrangements since the Unity Partnership became a wholly owned Council company in July 2018.
Performance is not improved.	An action plan is being developed for each service area to ensure performance is improved.
Savings are not achieved.	An action plan is being developed for each service area to ensure performance is improved and savings are delivered, having regard to the on-going embedding of new working arrangements since July 2018.

Key Development and Delivery Milestones:

Milestone	Timeline
Detailed proposals are developed with key milestones for achievement.	November 2018 - February 2019.
Implementation of proposals.	From March 2019.
N/A	N/A
N/A	N/A

Section D

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

Equality Impact Screening

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

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


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

Finance Comments
It is anticipated that there may be some initial investment to revise the Unity delivery model however Phase 2 proposals are expected to deliver a net annual saving of £0.250m per annum.

Signed RO	26-Oct-2018
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Signed Finance	26-Oct-2018
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Cabinet Member Signature		
Name and Date	Cllr A Jabbar	14-Jan-2019

Responsible Officer :	Joe Davies
Cabinet Member :	Cllr A Jabbar
Support Officer :	Karen Ollerenshaw

BR1 - Section A

Service Area :	Corporate and Commercial Services Management
Budget Reduction Title :	Council Traded Services/Unity Commercial Services Reviews

Budget Reduction Proposal - Detail and Objectives :

The proposal is in two parts: 1) Review the Council's commercial activity 2) Review Unity Partnership non-Council commercial activity following the share purchase transfer. The reviews aim to:

- Redesign the operating model to bring about a commercial focus ensuring services provide value for money
- Identify the market strategy in order to cluster commercial offerings for specific markets, e.g. schools.
- Review capabilities and capacity required to enable the model to function effectively
- Determine exit strategies from activity when required

The proposal will look to review the two activities on a phased basis over the next 2 years and implement actions identified in line with the drivers highlighted above.

The review will require some investment funded from the transformation reserve in order to resource the programme.

The specific information on budget and establishment numbers for each of the services will be collated and provided as each review commences.

2018/19 Service Budget and Establishment

£000

Employees	9,828
Other Operational Expenses	4,908
Income	(14,689)
Total	47

Current Forecast (under) / overspend

879

Number of posts (Full time equivalent)

408.00

	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(750)	(750)	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

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

Ongoing

Section B

What impact does the proposal have on the following? :

Property
None anticipated, any potential implications resulting from agreed service actions will be subject to a separate report.
Service Delivery
It is envisaged that service delivery will stay the same or improve as a result of changes.
Future expected outcomes
Incremental improvement in the performance of traded services.
Organisation
It is likely that there will be some changes in how certain traded services are delivered as part of the review. However, the intent is that they stay within the Council/Unity family.
Workforce
It is likely that there will be some workforce changes as part of the review which will be required to realise benefits.
Communities and Service Users
No impact is expected or planned.
Oldham Cares
No impact is expected or planned.
Other Partner Organisations
No impact is expected or planned.

Who are the key stakeholders?

Staff	Yes
Elected Members	Yes
Residents	Yes
Local business community	Yes
Schools	Yes
Trade Unions	Yes
External Partners (if yes please specify below)	Yes
Unity Partnership Limited	
Other Council Departments (if yes please specify below)	Yes
People and Place incl Children's Services, Strat Reform & Public Health.	
Other (if yes please specify below)	No
N/A	

Benefits to the organisation/staff/customers including performance improvements

- Commercial activities will be financially sustainable i.e. reduction/elimination of deficit or subsidy
- The Council's commercial risk profile is visible and well managed
- The Council's commercial capability is developing and maturing

Section C

Key Risks and Mitigations:

Risk	Mitigation
Skills and capacity within the Council to carry out the review that will be required to realise the benefits.	<ul style="list-style-type: none">• Assess skills and capacity• Draw in expertise as identified• Fund dedicated resource required to ensure deliverability of benefits
Unforeseen increase in liabilities within traded services.	Establish position of key traded services at the earliest opportunity and prioritising based on a risk approach.
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Identify market strategy for the commercial offerings.	May 2019
Review of loss making services.	September 2019
Determine new models of delivery as necessary.	December 2019/January 2020
N/A	N/A

Section D

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

Equality Impact Screening

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

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


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

Finance Comments
The Council and Unity Partnership provides a range of services which generate external income on either a fully or partly traded basis. The review will explore these services with a focus on market strategy and commercial viability in order to deliver the budget reduction. The review may conclude a requirement for service exit strategies and the financial impact will be quantified on a case by case basis during the course of the review.

Signed RO	21-Nov-2018
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Signed Finance	31-Aug-2018
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Cabinet Member Signature		
Name and Date	Cllr A Jabbar	14-Jan-2019

Reference:	CCS-BR1-228
Responsible Officer	Joe Davies
Cabinet Member:	Cllr A Jabbar
Support Officer	Karen Ollerenshaw

Equality Impact Assessment Tool

Service Area:	Corporate and Commercial Services Management
Budget Reduction Title:	Council Traded Services/Unity Commercial Services Review

Stage 1: Initial Assessment

1a	Which service does this project, policy or proposal relate to?
	Various across all Directorates
1b	What is the project, policy or proposal?
	<p>1. Review the Council's traded services activity</p> <p>2. Review Unity Partnership non Council commercial activity following the share purchase transfer.</p> <p>Cleaning Services Home Help</p> <p>School Crossing Patrols</p> <p>Cleaning Services Building</p> <p>Catering – Primary</p> <p>Music Service</p> <p>Outdoor Education</p> <p>Governor Support and Training</p> <p>Sports Development</p> <p>Schools Swimming Services</p> <p>ICT Client - Schools</p> <p>Study Support Service</p>
1c	What are the main aims of the project, policy or proposal?
	<ul style="list-style-type: none"> • Redesign the operating model to bring about a commercial focus ensuring services provide value for money. • Identify the market strategy in order to cluster commercial offerings for specific markets. • Review capabilities and capacity required to enable the model to function effectively. • Determine new models of delivery as necessary.

The following techniques will be used to ensure the budget savings:

- Process redesign
- Technology refresh
- Staffing structure review
- Pricing review
- Cost base review
- Supplier and purchaser contract reviews
- Activity Based Costing review
- Understanding statutory and non-statutory services
- Ceasing services

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

- It is not anticipated that the application of the above techniques (selectively, dependent on service) will result in any negative equality impacts.
- It is envisaged service delivery will stay the same or improve as a result of changes.
- Incremental improvement in the performance of traded services.
- It is likely there will be some changes in how certain traded services are delivered as part of the review. There may be some externalisation required of certain traded activities in order to realise benefits.
- It is likely that there will be some workforce changes as part of the review which will be required to realise benefits.

1e Does the project, policy or proposal have the potential to disproportionately impact on any of the following groups?

	None	Positive	Negative	Not sure
Disabled people	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men or women (includes impacts due to pregnancy / maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People of particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in a Marriage or Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths or beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?				
None	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

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

1h	How have you come to this decision?
	<p>Change is typically achieved through process redesign, technology transformation, pricing adjustments and improved procurement. Very little impact on individuals is anticipated. Depending on the proposals it is not possible to identify the potential impact, this will be assessed with individual areas.</p> <p>When outlining the proposal in the BR1 form it was identified that there was a potential negative impact on <i>people on low incomes</i>. However, during the Stage 1 EIA process this impact had been mitigated.</p>

Stage 2: What do you know?

What do you know already?
<ul style="list-style-type: none"> • Accurate definition of service. • Income from customers. • Expenditure on delivery of services. • Surplus and subsidy for services. • Customer base. • View on sales and marketing functions. • FTE and headcount.
What don't you know?
<ul style="list-style-type: none"> • Detailed customer perspective on services. • Corporate acceptance of continued subsidy where required.
Further Data Collection
<ul style="list-style-type: none"> • Customer perspective.

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

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

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

3a	Who have you consulted with?
	Service areas, Council Executives and Portfolio Holders.
3b	How did you consult? (include meeting dates, activity undertaken & groups consulted)
	Via Strategic Design Authority and Portfolio meetings.
3c	What do you know?
	Corporate perspective.
3d	What don't you know?
	Customer reaction to potential change.

3e	What might the potential impact on individuals or groups be?	
	Generic (impact across all groups)	None
	Disabled people	None
	Particular ethnic groups	None
	Men or women (<i>include impacts due to pregnancy / maternity</i>)	None
	People of particular sexual orientation/s	None
	People in a Marriage or Civic Partnership	None
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	None
	People on low incomes	None
	People in particular age groups	None
	Groups with particular faiths and beliefs	None
	Other excluded individuals (<i>e.g. vulnerable residents, individuals at risk of loneliness, carers or service and ex-serving members of the armed forces</i>)	None

Stage 4: Reducing / Mitigating the Impact

4a	What can be done to reduce or mitigate the impact of the areas you have identified?	
	Impact 1 N/A	Proposal
	Impact 2 N/A	Proposal
	Impact 3 N/A	Proposal


4b	Have you done, or will you do anything differently, as a result of the EIA?
	No

4c	How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?
	Monitoring design and implementation so as to mitigate any evolving, unforeseen impacts.

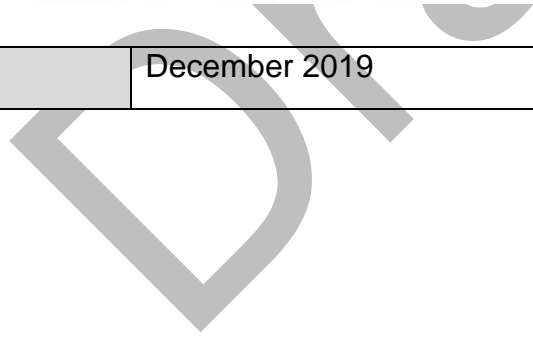
Conclusion
<i>This section should record the overall impact, who will be impacted upon, and the steps being taken to reduce / mitigate the impact</i>
It is envisaged service delivery will stay the same or improve as a result of changes. It is likely that there will be some workforce changes as part of the review which will be required to realise benefits. Monitoring design and implementation so as to mitigate any evolving, unforeseen impacts.



Stage 5: Signature

Role	Name	Date
Lead Officer	Joe Davies	11 December 2018
Approver Signatures		

EIA Review Date:	December 2019
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Responsible Officer :	Ray Ward
Cabinet Member :	Cllr A Jabbar
Support Officer :	Ray Ward

BR1 - Section A

Service Area :	Corporate and Commercial Services Management
Budget Reduction Title :	Corporate & Commercial Services

Budget Reduction Proposal - Detail and Objectives :

All staffing and non-staffing budgets in the Corporate and Commercial Services Directorate are reviewed on an on-going basis so that efficiencies can be identified. As a consequence a budget saving of £0.200m should be delivered from activities that will improve the Directorate's overall efficiency and effectiveness. This will supplement the savings already identified within Finance (£0.200m).

Work is already progressing within People Services where a proportion of this saving will be made by implementing a revised People Services operating model and redesigning some posts to support new methodologies of working. Non value adding activity will be identified and eliminated. There will be some opportunities to identify process improvements.

This approach will be similarly undertaken across areas of the Corporate & Commercial Services Directorate.

2018/19 Service Budget and Establishment

	£000
Employees	12,228
Other Operational Expenses	17,237
Income	(10,428)
Total	19,037

Current Forecast (under) / overspend

(248)

Number of posts (Full time equivalent)

258.50

	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(200)	0	0
Proposed Staffing Reductions (FTE)	(5.00)	0.00	0.00

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

Ongoing

Section B

What impact does the proposal have on the following? :

Property
None anticipated.
Service Delivery
Included within additional information.
Future expected outcomes
It is expected that the new approaches will enhance the ability to deliver future outcomes.
Organisation
Services within the business will be guided to utilise corporate functions appropriately to avoid any unnecessary pull on the limited resources.
Workforce
No negative outcomes anticipated. New policies and processes will be implemented which seek to enhance efficiency and reduce potential for failure/non-compliance.
Communities and Service Users
As above, service users will be guided to access corporate services appropriately.
Oldham Cares
None.
Other Partner Organisations
None.

Who are the key stakeholders?

Staff	Yes
Elected Members	No
Residents	No
Local business community	No
Schools	No
Trade Unions	Yes
External Partners (if yes please specify below)	Yes
The Unity Partnership	
Other Council Departments (if yes please specify below)	No
N/A	
Other (if yes please specify below)	No
N/A	

Benefits to the organisation/staff/customers including performance improvements
Cost reduction will be secured. A focused, proactive service will be provided.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Organisational Stakeholders are not sighted on operating model and have differing expectations/understanding of service delivery.	Early consultation with Executive/Directorate.
For the operating model to be successful then it is necessary to ensure, as appropriate, the services provided by Unity are aligned to the delivery model.	The Council is now able to effectively influence the service provision of our Unity colleagues.
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Undertake further work to identify how services can make the required efficiencies and determine the resultant service model drawing up consultation documentation as necessary.	November 2018.
Consultation with Individuals/ TU's as appropriate.	November/December 2018.
Implementation of new service structures completed.	By April 2019.
N/A	N/A

Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	14-Nov-2018	14-Feb-2019
Trade Union	14-Nov-2018	14-Feb-2019
Public	not applicable	not applicable
Service User	07-Nov-2018	25-Jan-2019
Other	not applicable	not applicable

Equality Impact Screening

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

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


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

Finance Comments
The Finance team assists in reviews of the Directorate's budget. Based on the Directorate underspending in 2018/19, there would appear to be scope for the achievement of a £0.200m saving in addition to other savings from the Directorate.

Signed RO	30-Oct-2018
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Signed Finance	30-Oct-2018
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Cabinet Member Signature		
Name and Date	Cllr A Jabbar	14-Jan-2019

Additional Information (if required)

Service Delivery

There will be a focus on continuing proactive service delivery within the directorate aligned to business requirements. Any non-value adding activity will be eliminated. We will continue to promote self-serve avoiding any unnecessary call upon resources and ensure that activities are carried out at the right level when supporting the business. As appropriate, new processes will be implemented which seek to enhance efficiency whilst reducing potential for failure/non-compliance with statutory business requirements.

Responsible Officer :	Ray Ward
Cabinet Member :	Cllr A Jabbar
Support Officer :	Nicola Strapps

BR1 - Section A

Service Area :	Customer Services
Budget Reduction Title :	Digital by Design

Budget Reduction Proposal - Detail and Objectives :

The Resident First programme has allowed several service areas to be accessed by residents via the internet with varying degrees of service redesign. The initial emphasis and investment has been on making services more accessible online.

The continuation of this digital by design platform will allow more services to be directly accessed online and it is proposed to look at what financial benefits can be achieved going forward and also by revisiting past project areas.

This proposal aims to:

- Redesign the operating model to enable a transformation from a mainly mediated customer service offer to a predominately self-service one
- Develop a resilient mediated offer that aims to ensure support those that need it
- Identify how best to utilise the redesigned web site as both a door to transactional self-service offers and also a valuable communication and information channel
- Identify where automation can make residents access to services easy and efficient

(Please see additional information)

2018/19 Service Budget and Establishment

*The proposal will cover a range of cross cutting budgets that are yet to be identified

	£000
Employees	0
Other Operational Expenses	0
Income	(0)
Total	0

Current Forecast (under) / overspend	0
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Number of posts (Full time equivalent)	0.00
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(500)	(1,500)	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

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

What impact does the proposal have on the following? :

Property
None anticipated, any potential implications resulting from agreed service actions will be subject to a separate report.
Service Delivery
It is envisaged that service delivery will stay the same or improve as a result of changes.
Future expected outcomes
The proposal will contribute to the achievement of the 2019/20 budget reduction target.
Organisation
No impact is expected or planned.
Workforce
It is likely that there will be some workforce changes as part of the review which will be required to realise benefits.
Communities and Service Users
No impact is expected or planned.
Oldham Cares
No impact is expected or planned.
Other Partner Organisations
It is likely that there will be some workforce changes as part of the review which will be required to realise benefits.

Who are the key stakeholders?

Staff	Yes
Elected Members	Yes
Residents	Yes
Local business community	Yes
Schools	Yes
Trade Unions	Yes
External Partners (if yes please specify below)	Yes
Unity Partnership Limited	
Other Council Departments (if yes please specify below)	Yes
All departments	
Other (if yes please specify below)	No
N/A	

Benefits to the organisation/staff/customers including performance improvements	
<ul style="list-style-type: none"> • Better customer experience and improved resident satisfaction • Reduced transactional costs • Improved self-help and self-serve • Improved accessibility of services • Improved staff/job satisfaction 	

Section C

Key Risks and Mitigations:

Risk	Mitigation
There is insufficient investment in skills and capacity within the Council to carry out the review that will be required to realise the benefits.	Assess current skills and capacity and identify the resource gap. Secure expertise as identified. Fund dedicated resource required to ensure benefits realisation.
Reluctance to streamline certain services.	Early engagement with trade unions, workforce and Elected Members to inform the methods of improvement.
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Transformation Roadmap agreed (aligned to related organisational strategies) e.g. assets – property, people, data	March 2019.
Services / thematic areas identified for change and associated benefits realisation plan for 2019/20/21.	March 2019.
Digital/Data Strategy agreed.	March 2019.
N/A	N/A

Section D

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

Equality Impact Screening

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

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


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

Finance Comments
<p>The digital by design proposal will review the service areas that have already been through the Resident First improvement programme to realise financial benefits.</p> <p>Additionally, further areas of service improvements to the digital offer are being drawn up as part of the continuation of the Resident First programme incorporating the redesign of Access Oldham and Contact Centre. Any financial benefits identified will contribute to the budget reduction proposal.</p>

Signed RO	10-Oct-2018
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Signed Finance	31-Aug-2018
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Cabinet Member Signature		
Name and Date	Cllr A Jabbar	14-Jan-2019

Additional Information (if required)

Detail and Objectives (Continued)

By using Residents First as the vehicle for Digital by Design we should aim within 2 years to remove £2.000m of costs by:

- Reducing mediated service costs across the whole organisation by 50%
- Digitalising the lines of service that make up 80% of the requests from residents for service, including deep service design to enable lean automated processes, thus reducing service costs by 20%

In order to achieve the savings and the improvements to customer service our residents demand, all Council Services will potentially be affected by this change programme. In order to prioritise the services and journeys to digitise/automate and improve, a criteria has been developed which considers the following areas;

- Ability to reduce demand
- Ability to achieve efficiency savings
- Ability to improve the customer experience
- Ease of delivery
- Service readiness and appetite

An initial assessment against the criteria has identified the following services / resident journeys for prioritisation as follows;

- Waste Services
- Environmental Health and Enforcement
- Environmental Management and Street Cleaning
- Highways
- Licensing
- Revenues and Benefits
- Planning

As the programme progresses and services are engaged the benefit profile will be reviewed.

	Reference: CCS-BR1-227
Responsible Officer	Ray Ward
Cabinet Member:	Cllr Abdul Jabbar
Support Officer	Nicola Strapps / Fran Lautman

Equality Impact Assessment Tool

Service Area:	Customer Services, Corporate and Commercial Services
Budget Reduction Title:	Digital by Design

Stage 1: Initial Assessment

1a	<p>Which service does this project, policy or proposal relate to?</p> <p>This proposal relates to a Council wide digital change programme and could affect all services / Directorates</p>
1b	<p>What is the project, policy or proposal?</p> <p>The Programme's aim is to make access to services easy and efficient by enabling residents to self-serve. This will enable the Council to save money (budget reduction target of £2million by 2021/22 - £0.5m in 19/20 and £1.5m in 20/21). The programme will re-design the resident journey in services where there is a high volume of simple interactions such as booking appointments, paying for services, reporting problems and advice on eligibility.</p>
1c	<p>What are the main aims of the project, policy or proposal?</p> <p>The main aim of the programme is to deliver a better customer experience (for the most relevant interactions/contacts) for our residents, by making it easier for residents to contact the council by self-serve online, removing the need for residents to call or visit the Council. A key aim of the programme is also to ensure that where residents need support there is adequate support at face to face locations/phone to go online and /or facilitate the appropriate support to ensure residents are not digitally excluded.</p> <p>Success will depend partly on the ability of customers to use the digital tools that the council may offer, such as online forms, voice recognition software or geolocation/GPS. It is also expected that the council will increasingly promote digital access as the preferred means of engaging with services, due to the typically lower cost and faster response of digital options. While the council would expect most people to find digital access to services quicker, easier and cheaper than other methods, it is possible that some will find digital services harder to use. The council will therefore need to mitigate this by continuing to provide alternative means of access where demand dictates this. This impact is most likely to be felt by older people, who may not have high levels of digital skills; those with disabilities that inhibit use of digital devices such as smartphones; and those on low incomes, who may not own or have access to digital devices. The impact will need to be continually assessed in the light of service and customer information arising from specific projects.</p> <p>For some resident interactions channels may be removed e.g. telephones for the reporting of new issues. A risk assessment however will be undertaken before any decisions are made which will be informed by demographic need and demand.</p>
1d	<p>Who, potentially, could this project, policy or proposal either benefit or have a detrimental effect on, and how?</p>

Positive impacts

This programme should have a positive impact on Council service satisfaction as we make it easier for all residents to access and deal with the Council, fulfilling more simple and straightforward requests online. There will be efficiency and productivity gains from using enabling technology – less data handling, less data duplication and quicker processing of requests.

Digital services are by their nature equally available to everyone who has access to the internet. In addition to the substantial majority of customers who own internet-enabled devices, the council provides free internet access at a number of libraries. The cost of digital access to council services will vary, but in most cases it is likely to be cheaper to use a digital option than to make a phone call to the council or visit a council office.

For many customers it will carry no cost at all. Digital access will mean that customers are able to engage with the council and its services at a time and place that suits them, rather than the council. This could, for example, avoid the need for someone with mobility difficulties to have to make a visit to a council office in person. Digital access allows fast or 'real time' responses to customers' enquiries, meaning that customers have to spend less time on their dealings with the council and get the information they need much sooner than they would otherwise have done.

Digital systems allow enormously expanded access to council information, thereby increasing transparency and democratic accountability. Digital technology such as social media also allows safety- or emergency-related information such as flood alerts or weather warnings to be disseminated within minutes. Online forms can currently involve completing or sending information to the council online through a website, including typing, reading and processing complex information. As the Digital Strategy is taken forward the need for this will reduce as the council offers services through voice-enabled applications, like Siri, Ask Google, Amazon Alexa or other 'bots'. This will offer increased accessibility and ease of use compared to current digital services. Staff, Members and organisations that deal with the council are likely to benefit from digital systems that enable greater productivity and integrate with each other, not just internally but with partner systems.

Negative impacts

The programme will have a detrimental effect on staff numbers by reducing overall staff numbers.

The programme, potentially could have an effect on residents not being able to access the Council, specifically residents who;

- do not have the digital skills to embrace technology
- do not have a mobile device / laptop or access to technology due to affordability
- have a disability where technology could be a barrier as opposed to an enabler (e.g. visually impaired, mobility problems)
- have language difficulties and those where English is not their first language. These residents may struggle more to understand the information online and translation services may not be available and / or have the desired effect

The impact will need to be continually assessed in the light of service and customer information arising from specific projects.

1e	Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?			
		None	Positive	Negative

Disabled people	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Particular ethnic groups	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Men or women (includes impacts due to pregnancy / maternity)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People of particular sexual orientation/s	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People in a Marriage or Civil Partnership	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People on low incomes	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
People in particular age groups	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Groups with particular faiths or beliefs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are there any other groups that you think may be affected negatively or positively by this project, policy or proposal?				
None	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

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

1h	How have you come to this decision?

Stage 2: What do you know?

What do you know already?
<p>A high volume of contact received at Access Oldham and at the Contact Centre could be fulfilled with better online provision and use of technology and automation to improve their experience. A high percentage of contact at the Contact Centre is failure demand - calling to request / report something, check where their report is up to and / or asking for information that can be found online.</p> <p>75% of people that took part in a customer satisfaction survey at the contact centre said that it was easier to call than go online. We need to change this and make it easier to do online.</p> <p>Mobile technology and infrastructure is no longer as significant a barrier as in the past. Recent statistics show that in Oldham;</p> <ul style="list-style-type: none"> • Superfast broadband is now available in 99.1% of areas • 88.2% of residents have access to a pc or laptop • 73% of people own a smartphone and • 27% of people go online every day, which is higher than the National average of 25%

We also know in what areas of the borough people are least engaged with the internet and have a low preference for access to the internet via smartphones. We also know that in some areas there is a correlation of older residents and low mobile usage. This data will help us to target assisted digital support.

Data that is readily available from the Council's Annual Equality Data report 2018 will inform how we design services and their access channels. Information available in the equality data report in relation to the ethnicity and age profile of Oldham residents and information about services users will also inform any changes we make. In relation to the resident age profile and ethnicity of the borough, the following information is helpful;

Age profile

- Oldham has a high proportion (22.6%) of residents aged under 16 and proportionally fewer (15.8%) aged 65 and over. Oldham's age structure is younger than the England and Wales average. There are higher-than-average levels of children – especially younger children – and lower-than-average numbers of over 75s. This is mainly due to the large South Asian communities, who have a younger age profile than the white population.
- While most age groups increase in size, there are projected to be particularly large increases in the numbers of older people, especially in the 75+ age group, up 40% from 2011 by 2026.

Ethnic Groups

- Oldham has become more diverse in terms of ethnic composition. There has been further growth in the Pakistani and Bangladeshi communities, as well as some growth in the white 'other' category – a group primarily made up of Polish and Romanian heritage communities. The overall structure of the population has shifted downwards given the growth in Oldham's Pakistani and Bangladeshi communities which have much more youthful age profiles. The White population of Oldham is projected to continue to fall in size, Pakistani and Bangladeshi populations are projected to grow significantly.

What don't you know?

Demand data by service and area is poor, which means it is difficult to accurately offer local support to residents who might struggle to get online or use a digital channel to meet a need.

Further Data Collection

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

1e	Does the project, policy or proposal have the potential to <u>disproportionately</u> impact on any of the following groups?				
		None	Positive	Negative	Not sure
	Disabled people	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Particular ethnic groups	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Men or women	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

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

3a	Who have you consulted with?
	<p>In terms mitigating any negative impacts that could arise following digital service improvement (see section 1d) we have to date carried out the following user engagement / consultation;</p> <p>We have held resident drop ins at libraries, Hack Oldham and Access Oldham. We have involved members and staff in user acceptance testing. We have paid specific attention to accessibility features including online language translation tools to ensure that the online process is easy, effective and inclusive from a design perspective.</p> <p>We have also held digital drop ins in residential homes to identify what support elderly residents may need in accessing services online.</p> <p>For residents who require mediated support we have offered support on the telephone and at face to face locations (e.g. the do it online team at Access Oldham).</p> <p>To mitigate any negative impacts referred to in section 1d we will look to liaise with libraries staff and any other face to face settings to understand how staff can support residents to access services digitally and have the skills and access to knowledge to do this.</p> <p>With reference to those residents who may have language barriers we will consult with district teams in the first instance where we know from data that this could be a barrier.</p>
3b	How did you consult? (include meeting dates, activity undertaken & groups consulted)
	See 3a
3c	What do you know?
	See stage 2

3d	What don't you know?	
	The specific demographic of service users to know whether any groups will particularly struggle and take up may be negatively affected. It's not a requirement of the majority of journeys residents have with the Council for us to know what groups they identify with E.g. reporting a pothole.	
3e	What might the potential impact on individuals or groups be?	
	Generic (impact across all groups)	Reduced/increased service take up and poor/better accessibility
	Disabled people	Reduced/increased service take up and poor/better accessibility
	Particular ethnic groups	Reduced/increased service take up and poor/better accessibility
	Men or women (<i>include impacts due to pregnancy / maternity</i>)	None
	People of particular sexual orientation/s	None
	People in a Marriage or Civic Partnership	None
	People who are proposing to undergo, are undergoing, or have undergone a process or part of a process of gender reassignment	None
	People on low incomes	Reduced/increased service take up and poor/better accessibility
	People in particular age groups	Reduced/increased service take up and poor/better accessibility
	Groups with particular faiths and beliefs	None
	Other excluded individuals (<i>e.g. vulnerable residents, individuals at risk of loneliness, carers or service and ex-serving members of the armed forces</i>)	

Stage 4: Reducing / Mitigating the Impact


4a	What can be done to reduce or mitigate the impact of the areas you have identified?	
	Impact 1	Proposal
	Reduced service take up and poor accessibility	Ensure representatives are engaged and involved in the design and testing of changes Continue to offer a mediated support channel where support is required (telephony or face to face) Work with related face to face service staff to ensure they have the skills and access to knowledge to support residents.
	Impact 2	Proposal

	Impact 3	Proposal

4b	Have you done, or will you do anything differently, as a result of the EIA?
4c	How will the impact of the project, policy or proposal and any changes made to reduce the impact be monitored?
	To ensure the changes made minimise any negative impact projects will ensure as part of their methodology that a representative sample of its user base are consulted and engaged before and after any changes are implemented.

Conclusion	
<i>This section should record the overall impact, who will be impacted upon, and the steps being taken to reduce / mitigate the impact</i>	
<p>In conclusion, the overall impact we are expecting from the programme is positive and will aim to improve digital inclusion, rather than exclude. The people most likely to be impacted by the increased presence of digital services are;</p> <p>Particular ethnic groups - as language may be a barrier Disabled – people who may not have the skills to use technology People on low incomes – people who may not be able to afford / have access to technology People in older age group – people who may not have the digital skills</p> <p>Our approach to designing service changes (as highlighted above) will ensure that the above groups of people and in particular where it is known from demographic data that take up could be affected, will mitigate any negative impacts as far as possible.</p>	

Stage 5: Signature

Role	Name	Date
Lead Officer	Ray Ward	12 December 2018
Approver Signatures		

EIA Review Date: Dec 2019



BR1 - Section A

Reference : **CCS-BR1-220**

Responsible Officer : **Mark Stenson**

Cabinet Member : **Cllr A Jabbar**

Support Officer : **Victoria Gallacher**

Service Area : **Finance**

Budget Reduction Title : **Insurance Review**

Budget Reduction Proposal - Detail and Objectives :

Following on from the £0.500m saving achieved in 2018/19, it is now possible to reduce the insurance budget by an additional £0.300m from 2019/20. This can be achieved through a reduction in claims paid using embedded and robust fraud / defence strategies, alongside potential further benefits from the forthcoming tendering exercise.

The adequacy of the remaining insurance budget will be monitored throughout 2019/20 to allow an assessment to be made for 2020/21.

2018/19 Service Budget and Establishment

£000

Employees	134
Other Operational Expenses	4,169
Income	(72)
Total	4,231

Current Forecast (under) / overspend

0

Number of posts (Full time equivalent)

2.60

	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(300)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

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

Ongoing

Section B

What impact does the proposal have on the following? :

Property
Not applicable.
Service Delivery
No impact at this stage.
Future expected outcomes
Reduction to be monitored but should be achievable.
Organisation
No impact at this stage.
Workforce
No impact at this stage.
Communities and Service Users
No impact.
Oldham Cares
No impact.
Other Partner Organisations
No impact.

Who are the key stakeholders?

Staff	Yes
Elected Members	No
Residents	No
Local business community	No
Schools	No
Trade Unions	No
External Partners (if yes please specify below)	No
N/A	
Other Council Departments (if yes please specify below)	No
N/A	
Other (if yes please specify below)	Yes
Insurance provider and brokers.	

Benefits to the organisation/staff/customers including performance improvements

Benefits are that there will be a reduction in insurance premiums/costs to provide savings, thus reducing the requirement for reductions in other Council service areas.

Staff continue to work efficiently to maintain and develop appropriate strategies to assist with the defence of insurance claims and hence manage resources effectively.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Insurers impose further premium increases during the period of insurance.	Re-tendering exercise will seek to drive down cost by competition.
Claims history could deteriorate.	Ongoing monitoring and review of cases on a monthly basis.
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Review of insurance trends and claims to inform budget proposal.	Late summer 2018.
Further review of insurance position prior to final budget decision.	November 2018.
Reviewed position and confirmed that appropriate tender management and claims defence strategies will enable a £300k saving in 2019/20.	December 2018.
N/A	N/A

Section D

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

Equality Impact Screening

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

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


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

Finance Comments
The increase of the repudiation of insurance related claims coupled with changes to the Authority's structure due to the Government's austerity measures has led to the Council being able to benefit in reduced external premia.

Signed RO	21-Aug-2018
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Signed Finance	21-Aug-2018
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Cabinet Member Signature		
Name and Date	Cllr A Jabbar	14-Jan-2019

BR1 - Section A

Service Area :	Finance
Budget Reduction Title :	Housing Benefit - Reduction in provision for loss of subsidy

Budget Reduction Proposal - Detail and Objectives :

The roll out of Universal Credit is leading to fewer claimants receiving Housing Benefit. The reduction in claimant numbers for Housing Benefit is lowering the incidence and value of Housing Benefit overpayments. This means that the Council can amend its budgetary provision for the loss of Housing Benefit subsidy associated with such overpayments.

2018/19 Service Budget and Establishment

	£000
Employees	0
Other Operational Expenses	58,929
Income	(55,190)
Total	3,739

Current Forecast (under) / overspend

	0
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Number of posts (Full time equivalent)

	0.00
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(150)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

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

	Ongoing
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Section B

What impact does the proposal have on the following? :

Property
N/A
Service Delivery
N/A
Future expected outcomes
The migration of Housing Benefit claimants to Universal Credit is expected to reduce the incidence and value of Housing Benefit overpayments.
Organisation
N/A
Workforce
N/A
Communities and Service Users
N/A
Oldham Cares
N/A
Other Partner Organisations
N/A

Who are the key stakeholders?

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

Benefits to the organisation/staff/customers including performance improvements

A £0.150m contribution to the achievement of the 2019/20 budget reduction target without an impact on Housing Benefit claimants.

Section C

Key Risks and Mitigations:

Risk	Mitigation
That reductions in the number of Housing Benefit claimants do not lead to a reduction in the incidence of Housing Benefit overpayments. For example, due to unexpected delays in the migration of Housing Benefit clients to Universal Credit.	Regular monitoring will take place to ensure that Housing Benefit overpayments are reducing in line with expectations.
N/A	N/A
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Commence review of Housing Benefit claimant numbers, forecast reductions and associated impact on overpayment levels of Housing Benefit subsidy grant.	Autumn 2018.
Completion of initial review.	December 2018.
Further review to confirm estimates.	January 2019.
N/A	N/A

Section D

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

Equality Impact Screening

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

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


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

Finance Comments
The rationale for a lower incidence of Housing Benefit overpayments, being associated with a reduction in numbers of Housing Benefit claimants is valid and reasonable. Reductions in overpayments should enable the Council to release resources currently set aside for associated losses of Housing Benefit subsidy.

Signed RO	21-Aug-2018
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Signed Finance	21-Aug-2018
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Cabinet Member Signature		
Name and Date	Cllr A Jabbar	14-Jan-2019

Responsible Officer :	Anne Ryans
Cabinet Member :	Cllr A Jabbar
Support Officer :	Mark Stenson

BR1 - Section A

Service Area :	Finance
Budget Reduction Title :	Audit Fee Reduction

Budget Reduction Proposal - Detail and Objectives :

Since 2014 the appointment of the Council's External Auditor has been undertaken by Public Sector Audit Appointments (PSAA). A key feature of these arrangements has been the audit fee economies delivered via the national contractual arrangement.

Oldham Council opted into the next phase of the PSAA auditor appointment arrangements from 2018/19 which was a new process to let audit contracts from this financial year. PSAA carried out a robust procurement process applying various principles including ensuring auditor independence, accommodating joint/shared working arrangements and taking account of principal locations. The results of the procurement process indicate that the scale audit fees will be less than the budget currently provided for in 2019/20. This consolidates the fee reductions from previous years together with the reduction in fees associated with the audit of grant claims as grant funders now have greater reliance on internal audit assurance processes. This will allow a permanent adjustment to the budget. Oldham Council is therefore confident that this will translate to the delivery of a budget reduction of £0.050m which will be ongoing from 2019/20.

2018/19 Service Budget and Establishment

	£000
Employees	579
Other Operational Expenses	240
Income	(159)
Total	660

Current Forecast (under) / overspend

	0
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Number of posts (Full time equivalent)

	14.10
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	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(50)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

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

	Ongoing
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Section B

What impact does the proposal have on the following? :

Property
No impact.
Service Delivery
No impact.
Future expected outcomes
No impact.
Organisation
No impact.
Workforce
No impact.
Communities and Service Users
No impact.
Oldham Cares
No impact.
Other Partner Organisations
No impact.

Who are the key stakeholders?

Staff	Yes
Elected Members	Yes
Residents	No
Local business community	No
Schools	No
Trade Unions	No
External Partners (if yes please specify below)	No
N/A	
Other Council Departments (if yes please specify below)	No
N/A	
Other (if yes please specify below)	Yes
External Auditor (Mazars) & PSAA	

Benefits to the organisation/staff/customers including performance improvements

The procurement process carried out by PSAA ensures that a high level of performance is maintained whilst benefiting the Council through a reduced fee.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Unsuitability of auditor appointed.	PSAA's robust procurement process. Track record of Mazars in public sector audit.
Increase to the audit scale fee.	Contractual arrangements negotiated by the PSAA's robust procurement process.
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Confirmation of audit fee.	August 2018.
N/A	N/A
N/A	N/A
N/A	N/A

Section D

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

Equality Impact Screening

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

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


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

Finance Comments
Providing the contract management process is effective a permanent reduction to the budget can be generated.

Signed RO	21-Aug-2018
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Signed Finance	21-Aug-2018
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Cabinet Member Signature		
Name and Date	Cllr A Jabbar	14-Jan-2019

Responsible Officer :	Anne Ryans
Cabinet Member :	Cllr A Jabbar
Support Officer :	Andrew Moran

BR1 - Section A

Service Area :	Finance
Budget Reduction Title :	Treasury Management

Budget Reduction Proposal - Detail and Objectives :

A full review of Treasury Management income and expenditure budgets has been undertaken to examine the assumptions and forecasts underpinning investment interest and external income. It is anticipated that previously unbudgeted income of at least £2.000m can be generated in 2019/20.

2018/19 Service Budget and Establishment

	£000
Employees	0
Other Operational Expenses	14,005
Income	(5,400)
Total	8,605

Current Forecast (under) / overspend

(4,667)

Number of posts (Full time equivalent)

0.00

	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(2,000)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

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

Ongoing

Section B

What impact does the proposal have on the following? :

Property
There will be no impact on property from this proposal.
Service Delivery
There will be no impact on service delivery from this proposal.
Future expected outcomes
The proposal will contribute to the achievement of the 2019/20 budget reduction target.
Organisation
There will be no impact on the organisation from this proposal.
Workforce
There will be no impact on the workforce from this proposal.
Communities and Service Users
There will be no impact on communities and service users from this proposal.
Oldham Cares
There will be no impact on Oldham Cares from this proposal.
Other Partner Organisations
There will be no impact on partner organisations from this proposal.

Who are the key stakeholders?

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

Benefits to the organisation/staff/customers including performance improvements
A £2.000m contribution to the achievement of the 2019/20 budget reduction target.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Treasury Management Investments carry a level of risk in relation to security of capital, liquidity and level of return.	The Council's Treasury Management Policy sets out how the Council will manage and mitigate these risks.
External factors such as the ongoing Brexit process may affect future interest rate levels and economic activity with adverse consequences for the cost of borrowing and returns from investment.	Interest rate and income forecasts are kept under review in order to mitigate this risk.
External income / interest on investments received is not at the level anticipated.	Budget estimates are risk adjusted meaning a degree of adverse variation can be absorbed. The strategy / approach to calculating the Council's minimum recommended level of General Fund balances is also prepared accordingly.

Key Development and Delivery Milestones:

Milestone	Timeline
Commencement of review of Treasury Management budget and commitments.	Autumn 2018.
Completion of initial review.	December 2018.
Further review to confirm estimates.	January 2019.
N/A	N/A

Section D

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

Equality Impact Screening

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

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


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

Finance Comments
The review of the Treasury Management activities and opportunities to maximise external income is a key function of the Finance Service. The budget proposal has therefore been subject to appropriate consideration and analysis and the £2.000m target is considered achievable.

Signed RO	21-Aug-2018
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Signed Finance	22-Aug-2018
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Cabinet Member Signature		
Name and Date	Cllr A Jabbar	14-Jan-2019



BR1 - Section A

Reference : **CCS-BR1-245**

Responsible Officer : **Anne Ryans**

Cabinet Member : **Cllr A Jabbar**

Support Officer : **Andrew Moran**

Service Area : **Finance**

Budget Reduction Title : **Financial Services Redesign**

Budget Reduction Proposal - Detail and Objectives :

The Finance Service has continued to deliver a high quality of service to the Council. However, the structure (of the Accountancy Function) requires realigning formally to reflect the revised operational management arrangements of the Council and to reflect efficiencies in operational practice which has reduced the head count requirement. The service has also revised its training policy to reflect opportunities arising from the Apprentice Levy so there is no further requirement for supernumerary training posts.

2018/19 Service Budget and Establishment

£000

Employees	3,319
Other Operational Expenses	688
Income	(1,062)
Total	2,945

Current Forecast (under) / overspend

(64)

Number of posts (Full time equivalent)

71.00

	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(200)	0	0
Proposed Staffing Reductions (FTE)	(4.00)	0.00	0.00

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

Ongoing

Section B

What impact does the proposal have on the following? :

Property
There will be no impact on property from this proposal.
Service Delivery
There will be no impact on the service delivered by the finance service.
Future expected outcomes
The proposal will contribute to the achievement of the 2019/20 budget reduction target.
Organisation
There will be no impact on the organisation from this proposal.
Workforce
The proposal will remove five vacant posts and create one additional post.
Communities and Service Users
There will be no impact on communities and service users from this proposal.
Oldham Cares
There will be no impact on Oldham Cares from this proposal.
Other Partner Organisations
There will be no impact on other partner organisations from this proposal.

Who are the key stakeholders?

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

Benefits to the organisation/staff/customers including performance improvements

A £0.200m contribution to the achievement of the 2019/20 budget reduction target.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Concerns expressed by staff.	Consultation and discussions with staff.
Concerns expressed by service users.	The posts have been vacant for some time and service provision has not been compromised.
Increased requirement for financial advice and support from the finance service.	The service is flexible and responsive to the demands of customers and can prioritise key activities accordingly.

Key Development and Delivery Milestones:

Milestone	Timeline
Preparation of a consultation document for staff.	November 2018.
Consult with staff and Trade Unions.	December 2018.
Incorporation of any changes arising from consultation.	January / February 2019.
Implementation.	April 2019.

Section D

Consultation Required?	Yes
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	Start	Conclusion
Staff	14-Nov-2018	14-Feb-2019
Trade Union	14-Nov-2018	14-Feb-2019
Public	not applicable	not applicable
Service User	not applicable	not applicable
Other	not applicable	not applicable

Equality Impact Screening

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

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


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

Finance Comments
The budget reduction proposal for the Finance Service can be delivered in full from 2019/20 onwards. The reduction in budget will be realised by the deletion of five vacant posts and the creation of one additional post (a net reduction of four FTE).

Signed RO	18-Oct-2018
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Signed Finance	18-Oct-2018
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Cabinet Member Signature		
Name and Date	Cllr A Jabbar	14-Jan-2019

Responsible Officer :	Martyn Bramwell
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Cabinet Member :	Cllr A Jabbar
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Support Officer :	Paul Dernley
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BR1 - Section A

Service Area :	People Management Inc. Unity Client for HR
Budget Reduction Title :	Transition AVC contributions to Salary Sacrifice

Budget Reduction Proposal - Detail and Objectives :

There are currently 119 employees that contribute to AVCs (Additional Voluntary Contributions) within the Local Government Pension Scheme at Oldham Council, MioCare and Schools.

New arrangements with HMRC allow the transition of these to a salary sacrifice arrangement. This produces savings for the Council through reduced National Insurance and Apprenticeship Levy liabilities. Equally employees save tax and NI contributions on the deduction increasing the value of their contributions. The 119 currently paying into AVCs are spread across Schools and the Council. The total savings are estimated at £0.052m with £0.040m of this being through the Council's workforce. As a salary sacrifice scheme is more attractive to employees alike and with the increased promotion of the scheme that a managed service can offer, uptake is anticipated to increase further increasing the savings (though the extent is presently unknown).

It is expected, and known to be the case for one such supplier, that fees are a percentage of the saving and therefore only applied if savings are realised.

2018/19 Service Budget and Establishment

£000

Employees	0
Other Operational Expenses	0
Income	(0)
Total	0

Current Forecast (under) / overspend

0

Number of posts (Full time equivalent)

0.00

	2019/20	2020/21	2021/22
Proposed Budget Reduction (£000)	(40)	0	0
Proposed Staffing Reductions (FTE)	0.00	0.00	0.00

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

Ongoing

Section B

What impact does the proposal have on the following? :

Property
None
Service Delivery
None
Future expected outcomes
Will likely increase AVC take-up due to the benefits salary sacrifice unlocks.
Organisation
Budget savings.
Workforce
Financial savings associated with AVCs.
Communities and Service Users
None
Oldham Cares
None
Other Partner Organisations
None

Who are the key stakeholders?

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

Benefits to the organisation/staff/customers including performance improvements
Initial budget savings with the potential for increase.

Section C

Key Risks and Mitigations:

Risk	Mitigation
Inability to identify and collect the savings produced.	Finance to consider as part of their review of the proposal.
N/A	N/A
N/A	N/A

Key Development and Delivery Milestones:

Milestone	Timeline
Selection of Preferred Supplier (subject to procurement requirements)	By 31st December 2018
Implementation of service	1st January 2019 - 31st March 2019
N/A	N/A
N/A	N/A

Section D

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

Equality Impact Screening

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

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


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

Finance Comments
<p>This proposal to change the treatment of AVC's within payroll is in line with recently released Government guidance and will provide a benefit to both employees and employers by reducing the amount payable for National Insurance contributions.</p> <p>The estimated employer saving has been calculated using current agreed AVC levels and there is no reason why the equivalent budget reduction would not be achievable in 2019/20.</p>

Signed RO	18-Oct-2018
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Signed Finance	19-Oct-2018
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Cabinet Member Signature		
Name and Date	Cllr A Jabbar	14-Jan-2019